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**CENTRE FOR AFRICAN FAMILY
STUDIES (CAFS) III PROJECT
EVALUATION**

**AID/IQC No. AEP-0085-I-00-6019-00
Task Order 800**

Submitted to:

**USAID/REDSO/ESA
Nairobi, Kenya**

Submitted by:

**David F. Eding
Rita Feinberg
Glen Bouchard**

**Checchi and Company Consulting, Inc.
1899 L Street, N.W., Suite 800
Washington, D.C. 20036-3804**

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Acronyms

ACCT	Agence de Cooperation Culturelle et Technique
AVSC	(acronym no longer used for this family planning association)
BKKN	National Family Planning Co-ordinating Board of Indonesia
CA	Cooperating Agency
CAFS	Centre for African Family Studies
CBD	Community Based Distribution
CQI	Continuous Quality Control
CTU	Contraceptive Technology Update
FP	Family Planning
FPA	Family Planning Agency
FPMD	Family Planning Management Development
IEC	Information, Education and Communication
IPPF	International Planned Parenthood Federation
IPPFAR	IPPF - Africa Region
IUCD	Intrauterine Contraceptive Device
JHPIEGO	Johns Hopkins Program for International Education in Reproductive Health
JHU/PCS	John Hopkins University/Population Communications Services
MCH	Maternal and Child Health
MIS	Management Information System
MOH	Ministry of Health
MOU	Memorandum of Understanding
MVA	Manual Vacuum Aspiration
NGO	Non-governmental Organization
OR	Operations Research
PBD	Performance Based Evaluation
PCS	Johns Hopkins University· Population and Communications Services
PID	Project Identification Document
POP COUNCIL	Population Council
REDSO/ESA	REDSO/East and Southern Africa
RFP	Request for Proposal
SIDA	Swedish International Development Agency
SOW	Scope of Work
TA	Technical Assistance
TOT	Training of Trainers
UNFPA	United Nations Population Fund
UNFPA/CST	United Nations Population Fund/Country Support Team
US	United States
USAID	United States Agency for International Development
ZNFPC	Zimbabwe National Family Planning Council

Section One

EXECUTIVE SUMMARY

CAFS III is a US\$9.6 million cooperative agreement between USAID/REDSO/ESA and The Centre for African Family Studies, with a negotiated funding level of US\$7.6 million. In a collaborative effort, CAFS III is jointly funded by USAID and IFFP who are providing core support to CAFS on an annually decreasing scale. CAFS is to complement this core support by increasing its generated income annually. Though funding of US\$ 3.8 million was designated for the first two years of the project, this amount proved sufficient for the first three years (through FY97) given the delay in start-up activities in FY95 and FY96. An additional US\$ 0.5 million has been obligated for a total of US\$4.3 available through FY98.

The project purpose as stated in the Project Paper is to develop a stable, self-reliant, market-oriented African institution that is effectively transferring modern family planning and reproductive health technologies to family planning programs in both the public and private sector.

Phase I of the project was to focus attention and resources on developing internal management and technology transfer systems and on institutional capacity building of CAFS to support its move toward sustainability.

This evaluation report contains the findings of the Phase I evaluation of the CAFS III project. This evaluation, conducted by Checchi and Company Consulting, Inc. under AID/IQC no. AEP-0085-I-00-6019-00, is to determine whether CAFS succeeded in attaining a sufficient level of pre-determined performance indicators during the course of Phase I to justify a continuation of funding either under the current funding conditions or into Phase II, performance-based disbursement.

The project paper is very specific as to the required and desired target indicators as well as the quantifiable performance-based indicators in the areas of internal, personnel and financial management, technology transfer and marketing. Article IV (Purpose of the Evaluation) of the evaluation scope of work (Annex 1) contains 27 required indicators (100% should be met), 14 desired indicators (60% should be met) and 16 indicators for performance-based disbursement (100% to be met). In order to fulfill the requirements of REDSO/ESA and CAFS, a work plan (Annex 2) was developed at the start of the study.

A three-member evaluation team reviewed the status of progress during Phase I of the following operating systems at CAFS against “required” and “desirable” measures of achievement.

- Internal Management System
- Personnel Management System
- Financial Management System
- Technology Transfer System, and

- Marketing System

Assisting CAFS develop the five above mentioned systems were eight different organizations. The reports from these organizations and other reviews (Annex 3) were used to obtain a good perspective of CAFS. In addition, a questionnaire was developed and administered (Annex 4) to all staff in the Nairobi and Lome offices, and questionnaire guidelines used to guide in-depth interviews with staff, selected participants and individuals from among existing and potential collaborators and donors. The staff questionnaire included assessments of the current institutional culture, marketing and training capabilities. In depth staff interviews were designed to gather additional information on systems, marketing and training activities. External interviews with key informants (Annex 5) addressed existing perceptions of CAFS and CAFS marketing and training abilities, as well as informants' needs for CAFS services and their potential to purchase them. The interviews also investigated opportunities for CAFS to develop future collaborative relationships.

Based on all the information collected and reviewed, CAFS had not achieved all of the required and desired indicators. However, the evaluation team found CAFS had made good progress and had achieved a sufficient level of performance to warrant a one-year extension of Phase I. During this period, CAFS should attain all required indicators and be poised to enter into the performance-based funding mechanism envisioned for Phase II. It will require that all staff members fully apply themselves to fulfilling the objectives of the organization. CAFS needs to systematically address each problem and to put in place databases and tracking systems that will provide the information required to make informed decisions. There is a need for individuals to meet their performance targets and for CAFS to remove non-performing staff.

From the standpoint of income generation, training is CAFS' strongest product, followed by technical assistance. The success of training rests primarily on the competencies of individual trainers. CAFS needs to focus attention more on developing sound products that respond to clearly identified market needs. The determination of which products are ultimately 'best' will depend on the following components: a quality product, successful marketing and available funding.

Technical assistance has strong potential as evidenced by a dramatic rise in its contribution to income generation over the past four months. At present, conducting technical assistance actually costs CAFS money. Therefore, technical assistance opportunities need to be selected with discretion. To address this situation, CAFS should also examine its ability to market technical assistance in a package with training in order to make it profitable.

Research services and products are weak in the Nairobi office and non-existent in the Lome office. If CAFS continues to offer research as one of their services, it should focus on training-related research.

Meeting the following recommendations are viewed as key to the success of CAFS:

A. Internal, Personal and Financial System Recommendations

1. CAFS should be given one more year in which to meet the targets established for September 1996, since significant progress has only been made in the last year. During this time, the leadership of the current Director is essential and the services of the Institutional Development Advisor should be continued.
2. The highest priority should be placed on securing autonomy for CAFS by obtaining independent host country agreements with the governments of Kenya and Togo. CAFS, USAID, and IPPF should undertake a board development activity, facilitated by an outside entity, to finalize revisions to the constitution at the earliest possible date.
3. It will be necessary to include a section in CAFS' personnel policies and procedures handbook for handling travel advances and debtors. For travel advances, no new advances should be given without clearing previous advances and deductions from salaries should be taken seven days after an employee has returned from the field. For debtors, a final notice should be sent to all project coordinators requesting the supporting documents, after which a last follow-up letter (invoice attached) should be sent to the debtor. In addition, all debts over two years old should be written off.
4. Having received considerable technical assistance with the development of systems, CAFS should rely more on their in-house capabilities to meet the remaining targets. This transition could be achieved through intensive mentoring for a period of one month per quarter for 1998 in order to build confidence and monitor performance
5. The systems for capturing the basic financial data will need to be well documented and established if the Financial Management System is to produce the required reports. This requires clarity in defining which reports are needed and how they will be used, and proper procedures with supporting input documents.
6. Priority should be placed on identifying the missing manual and computerized systems (linked to databases and tracking systems) that CAFS requires, developing those systems, testing the systems for appropriateness (expected vs. actual usefulness) and continually modifying those systems as the organization changes.
7. It is important to define the information requirements and responsibilities for providing timely and accurate information upon which the financial management system depends. A proper billing base for direct and indirect costs (fully understood by all staff) needs to be used for both direct and indirect costs.

For timely billing and collection, the procedures to be followed should be written down and the responsibilities of Finance and the Project Coordinator should be clearly defined. Since finance has the responsibility for sending out invoices, they need to maintain a file on each course that contains the letters upon which a sponsor can be charged. It is

important that invoices are sent before a course starts, not after a course is nearly completed

- 8 The source of revenue from training or technical assistance, both regional and in-country, should be separately tracked by each budget holder so that a complete picture of the actual earnings for all types of activities are properly recorded.
9. All outstanding internal control recommendations should be routinely addressed by developing the appropriate systems of control, policies and procedures to ensure that at the next review (audit, assessment or evaluation), the same issues are not mentioned (travel advances, property management and creditor statements).
10. The personnel policies and procedures handbook such be modified (updated) as required, to reflect new policies and procedures. This can be done through a system of dated numbered mission orders or circulars.
11. In order to ensure that job descriptions are kept up to date, the process for continually reviewing the objectives and function of CAFS needs to be institutionalized.
12. The following issues need to be urgently addressed:
 - the ratio of technical to support staff;
 - re-aligning CAFS pay structure in accordance with the productivity of incoming earning staff, and
 - re-adjusting (freezing) salaries that are above the recommended ranges.
- 13 CAFS should consider including as part of the employment contract for technical staff a requirement that they must earn a certain income with a agreed upon profit margin and have 60 to 70% billable hours. This could be accompanied by a letter from the CAFS Director indicating for the current year the target would be 40 to 50% (1998) followed by a target of 60 to 70% in 1999.

B. Technology Transfer Recommendations

14. The most urgent priority is for the technical staff to respond to the vision of CAFS as a market-oriented service institution and increase their productivity to meet at least their individual 1998 targets for income generation and billable days. CAFS cannot survive unless technical staff cover their salaries and make a profit
- 15 Strict minimum quarterly targets should be determined from the annual target and applied as the mechanism for implementing accountability A formal agreement between CAFS and each technical team staff member, which identifies targets for income and billable hours, should be signed before the start of 1998. Clear guidelines should be established for charging time, incurring costs and earning income The guidelines need to be established immediately Individual staff members should be held accountable for

meeting their productivity goals for income and billable days as a prelude to the eventual overall accountability of the institution

16. The Finance Department should immediately start the practice of reporting monthly income, expenses and profit generated by each technical team member both to assess the productivity of CAFS and its individual program officers and as an element of the system required to control direct and indirect costs.
17. The evaluation of the Chief of the Technical Team should be tied to the performance of the staff members under his supervision
18. CAFS should undertake a comprehensive effort to survey all of its former students as both a marketing strategy and a mechanism to both adapt its services to current needs and improve their quality. Each program officer should be responsible to undertake the survey for her/his content area.
19. As one component of a focus on quality, each CAFS technical team member should be required to conduct a formal evaluation of at least one training session of a CAFS colleague every quarter. This means that every member will both evaluate a training session and have one of her/his own training sessions evaluated at least each quarter. Formal evaluations by the Chief should also be instituted.
20. Policies and procedures should be developed for the external review of course materials and curriculum, as well as training standards.
21. CAFS should consider employing an editor/proposal writer so that a consistently high standard of written materials are produced.
22. The focus of CAFS services needs to be clarified so that appropriate decisions can be made about the technical assistance and research activities that will be undertaken.

C. Marketing System Recommendations

23. There is an urgent need for strong leadership, supervision and coordination of the Technical Department staff's marketing roles and responsibilities including the compilation of country profiles and action plans, on-going needs assessments, market analysis, strategic planning, direct marketing, monitoring and tracking of the marketplace. The most logical position to provide this function is the Head of the Technical Department. However, if that staff member is unable to assume the responsibility, the institution must look to alternative solutions.
24. The marketing element of the MIS must be developed as soon as possible to facilitate the institutionalization of information about the marketplace and provide technical staff and

executive management with the mechanism to continuously update, access, track and monitor the status of the market and marketing activities at various donor, client organization and individual participant levels. Input on information needs should be solicited from all staff and a draft of the information collection instrument circulated to ensure that information reporting, tracking, assessment and analysis needs of CAFS are identified and defined as precisely as possible. Design of the database fields should be done in concert with the development of the collection instrument. All staff should have access to the database and its information. However, to assure the integrity of the stored information and avoid error, only a selected few, (i.e. the Systems Administrator and the data entry persons) should be permitted to enter or change the data.

Special care must be taken in adapting existing data collection/tracking prototype instruments (developed with the assistance of previous contractors) and/or in creating any new instruments so that CAFS' specific information requirements are met, and that the forms facilitate information collection and tracking. Staff must be enabled and not encumbered in the performance of their marketing roles.

25. CAFS is advised to communicate its clearly articulated vision and mission to the public and its market through as many avenues as possible to create a high level of recognition and awareness of the organization and its work. Every member of the organization must be fully committed to CAFS' mission and reflect that commitment in the excellence of their performance. Those persons who are unwilling or unable to adapt to this new orientation should consider other employment alternatives. At the same time, concerted effort should also be expended to determine CAFS' market niche - a rational service mix - that is foremost responsive to the needs of the market and based on CAFS' proven capacities. As these challenging issues are addressed and decisions made, a more focused energy will be available to further fuel marketing activities
26. Technical assistance should be looked upon as a bridge to the establishment of long-term collaborative relationships with organizations. Therefore, it is essential that needs assessments and analysis be conducted prior to a TA in order to determine potential for future collaboration. Staff members should be fully prepared to meet with decision-makers and explore/create opportunities that will lead to future business for CAFS. In these instances, the cost to CAFS of sending a staff person on a TA could be viewed as an opportunity cost and in this light, TAs should be selected with discretion.
27. CAFS should have regularly scheduled marketing skills development sessions for technical and other staff during lunch hours or at other convenient times which target specific topics and provide practical tips and ideas for marketing that staff can incorporate into their daily marketing activities. Invite business men and women from the private sector to share their knowledge and ideas. Don't forget to use in-house expertise.
28. CAFS should become more pro-active in creating information mechanisms to assist its marketing efforts. Care and attention to the writing and editing of all documents, and public information pieces (this means everything that leaves CAFS's office) must be

emphasized to guarantee quality. A documents review process should be instituted. The following suggestions are presented but are certainly not meant to be all inclusive.

- Create one page FACT Sheets - call them "CAFS Updates" or something catchy - that focus on one event or one activity or one finding from a study or that announce a new course, or announce the Executive Director's role in the South-South Initiative, etc. and fax them to targeted audiences at least once every month (use your mailing list and update it regularly). Solicit staff to submit the topics and write the copy and be sure it is edited carefully and well formatted. Keep the text large, use bullets, headlines, and send them often.
- Develop a one page corporate "capability" statement and one page capability statements for each thematic area that can be attached to the overall capability piece. These can then be faxed as needed and used in press kits or other information packages that are compiled for marketing visits, trips etc.
- Create a one page PRESS Release - call it "CAFS Press Release" or something else catchy to use as part of a media effort. Use it to announce special events i.e. course openings, course closings, published reports, published research, Executive Director's trip to Indonesia or wherever, visiting dignitaries, etc., etc. Fax them to all your Nairobi newspapers, to the hometown newspaper of whomever you are talking about, TV and radio contacts. Send photos and news releases about participants from other countries to their hometown newspaper. Do this for every course and for every participant.
- Announce the opening of "CAFS Web Page" to everyone on your mailing list and invite them to visit you on the Web and put similar announcements in other NGO/PVO publications, etc.
- Develop in-house capacity to produce CAFS' Newsletter, brochures and other publications using your Pagemaker program. This will eliminate the need to hire high cost consultants for layout and design work. Suggestions for making the newsletter more reader-friendly: reduce the number of pages; create more white space and enlarge the type face.

- 29 Consider closing the library and renting the freed up space to one or more CAs. CAFS could offer access to support services and the use of certain office equipment as part of the rental agreements. The annual savings to the organization combined with the rental income would be significant. Additionally, there would be an opportunity to make marketing contacts through the renter(s) as well as the potential of developing collaborative relationships with them directly on projects and activities of mutual interest.

Section Two

BACKGROUND

The current Mission of the Centre for African Family Studies (CAFS) is:

To strengthen the capabilities, capacities and effectiveness of organizations and individuals providing sexual, reproductive and family health services which encourage responsible exercise of rights and promote higher quality of life in Sub-Saharan Africa.

CAFS was founded in 1975 as part of the International Planned Parenthood Federation (IPPF) African Education Project, based at Egerton College, to assist IPPF in its efforts to persuade African governments and other institutions to adopt policies and develop programs to reduce population growth. Pursuant to the success of this initial effort, IPPF decided to establish CAFS as a training department of the regional secretariat. With this decision, CAFS was physically moved from Egerton College to the IPPF/AR (Africa Region) office in Nairobi, and its mandate was expanded to include provision of skills development training for Family Planning Association (FPA) program personnel in sub-Saharan Africa.

In 1985, REDSO/ESA established a relationship with CAFS to strengthen the organization's capacity to provide family planning training and expand its audience to include Ministries of Health and other NGOs in Africa. This \$2.56 million project (CAFS I) focused on CAFS training courses, on strengthening and expanding CAFS' regional training program capability, and on the initial steps toward institution building. As a result of this relationship, CAFS expanded the range of its training programs and instituted research and evaluation components.

In August, 1989 CAFS II began with an initial funding of US\$ 4 13 million which was to provide funding through June 1993. An extension was granted through December 1994, for a total CAFS II funding level of US\$ 5.7 million. The CAFS II project was to further strengthen staff and institutional capabilities so that additional family planning courses could be developed. The purpose of this project was to expand and strengthen the training programs of which in turn would lead to improved knowledge and practical skills of the professional staffs of planning service institutions in sub-Saharan Africa. CAFS II only focused on the initial steps towards institutional capacity building. There was only limited success during CAFS II in achieving institutional development objectives or self-reliance.

The lack of clear vision and direction for CAFS and a feeling of ambiguity about the future of CAFS undermined organizational performance. This was further exacerbated by the lack of management involvement, control and integrity. This confusion and lack of direction and purpose created a sense of powerlessness that was manifested in a general lowering of commitment and a building of self-protective defenses at key points and among many staff throughout the organization.

- Thunder & Associates, Inc., February 25, 1994, p. 4

Through a collaborative process with CAFS and IPPF, USAID designed CAFS III with the following purpose

To develop a stable, self-reliant, market-oriented African institution that is effectively transferring modern Family Planning and Reproductive Health Technologies (training, research and technical assistance) to family planning programs in both the public and private sectors

The CAFS III project provides support to CAFS to improve its internal management (including personnel and financial), the quality and mix of its training and technical assistance services, and its marketing ability to enable it to generate enough of its own revenues that it will no longer be dependent on a small donor base for its core support.

The main difference in project approach between CAFS II and CAFS III is the emphasis on supporting CAFS to become more responsive to market demand by changing its services mix to include more technical assistance services and provide more of its training in-country. Phase I of the project focused on building systems and technical capacity. The outputs are expressed in the development of five operating systems and sub-systems. The initiation of Phase II is dependent on the achievement of an acceptable level of progress in Phase I.

REDSO/ESA believes that a fully viable CAFS will contribute to and influence the family planning movement in Sub-Saharan Africa by providing services to many local African family planning and reproductive health organizations

Section Three

FINDINGS

3.1 Internal Management Systems

3.1.1 Target Indicators - Required

a. Autonomous Board Functioning

A fully autonomous board does not exist. It is important that this issue be redressed as soon as possible so that CAFS is insulated against undue influence from any outside organization. An amended (new) constitution, that provides for complete autonomy of the Board was drafted and presented at the 22nd meeting of the CAFS Board of Directors, completed on July 1, 1997. In a September 11 1997 letter to REDSO and IPPF, CAFS briefly detailed the steps that had been taken since February 1997 to establish an autonomous board. The proposed amended constitution was submitted to both IPPF and REDSO for their observations and suggestions on October 14, 1997.

b. Procedures Developed to Reconstitute the Board

No formal written procedures (steps to be followed in chronological order) have been developed to reconstitute the Board. Instead, certain steps have been taken to amend the CAFS constitution in order to deal with the issue of reconstitution. The Board has the power to amend the CAFS constitution per article VII.2 of the current constitution which was last amended in July 1994.

A major change in the constitution, recommended for approval by the current Board, therefore relates to the Board of Directors (Article VI). The number of members is increased officially from seven¹ to nine with one member coming from the host country and the other eight "from collaborating institutions and individuals with proven competence, knowledge and demonstrated interest in fields which are directly relevant to the mission of CAFS (Article VI.1)." This is a major change, since previously four (only three required by the constitution) of the eight (seven per the constitution) members were either representatives or associates of IPPF.

To assist the board in internalizing the reconstitution process, CAFS will arrange a training workshop for the board on issues of board transition and management through the New England Planned Parenthood Association.

¹ An eighth member was added in 1995 to include a host country representative, but the constitution was not amended at that time

c. Qualified Director in Place

The CV of the current Director was reviewed by the evaluation team. The qualifications of the Director are outstanding as is his record of achievement in sub-Saharan Africa. He played a key and visionary role in successfully establishing the Center for Applied Research on Population and Development (CERPOD), a multi-donor institution at the forefront of demographic research in Africa for the past 15 years. After spending nine years with CERPOD, he created the Regional Office for West and Central Africa of the Population Council of which he was Regional Representative for five years. The Director is an institution builder admirably equipped to lead CAFS into the 21st century. Since taking office on May 2, 1996, and being charged with reviving an organization in total disarray. Revenue from 1996 training activities had fallen more than five-fold from 1995 and there were a number of serious financial and administrative irregularities. The Director acted promptly and obtained concurrence from the CAFS Executive Committee on October 3, 1996 (ref. introduction to Management Audit) to undertake a management audit covering the years 1994, 1995 and 1996. The management audit was completed in late November 1996, and at the 21st Board Meeting (December 9-10, 1996), the Board commended the Director for "having revealed the shortcomings in the former management of the institution and for the swift action he took to correct the situation, since there had been no systematic controls in institutional management for an extended period" (min. 55/21/96 preceding the Director's Report). The Director is well focused with a good understanding that "... there remain important tasks to accomplish in order to consolidate CAFS achievements and insure that the way forward is irreversible. Discipline and transparency in our operations, faith in the future of the Centre, and ambition of each staff member to participate actively and effectively in the achievement of these objectives will be our best assets in facing this challenge" (p.5 - Director's Report on the 22nd meeting of the CAFS board, June 30 - July 1, 1997).

d. Organogram (Organization Chart) in Place with Clear Lines of Authority

There is a new organizational structure in place. The main differences are the reduction of hierarchical layers, the establishment of a unified reporting structure, and the utilization of a flatter structure to facilitate a sharing and collaborative corporate culture. The position of deputy director was eliminated and the span of control of the Director was increased from one to seven. Given the administrative capabilities of the Director and his ability to instill the vision of CAFS to all staff, this is a positive development. The current operational structure is somewhat different than that developed with Deloitte and Touche (Review of Performance Appraisal, Training Plan and Generic Job Descriptions - July 1997, p. 60 - 69). Further changes are envisioned as CAFS clarifies its mission and objectives.

e. System for Improving Implementation Plans in Place

In 1995, CAFS developed its five-year Strategic Plan, which was to guide CAFS' programs and activities. Work plans fit within this strategic plan and CAFS mandate as well as within the IPPFAR Strategic Plan. In September 1996, CAFS management revived a system for approving implementation (work) plans - both internally and externally - by holding a week of staff consultations (first annual staff consultations since 1993). The objectives of this annual planning retreat were to review progress during the current year, define the perspectives and directions of the on-going activities; and draw up an implementation plans for the next year. The latest staff consultations were held in late September 1997. Prior to holding these consultations, CAFS had prepared a 1998 work plan, in May 1997, as required by IPPF.

CAFS has revised its guidelines for developing work programs and budgets which are applicable to the next financial year. There also exists a "Roster for Preparation of Programmatic Components for Various Planning and Reporting Documents" (October 1997 to December 1998) which is currently being modified. Continuous strategic planning against a predetermined timetable is being done.

f. Credible and Approved Procurement System in Place

In October 1995, Price Waterhouse reviewed the CAFS procurement system. The study found that the system was "commercially sound and can be relied on to make the necessary procurements under the USAID-CAFS agreement" (p. 2 Review Report, Price Waterhouse, October 1995). The following weaknesses were noted:

- lack of free and open competition in CAFS Procurement System;
- lack of proper procedures to help administer contracts given out; and
- lack of comprehensive documentation of procurement procedures

CAFS ".. promised to document the current system together with changes following implementation of Price Waterhouse recommendations as part of their financial rules and regulations by updating the Financial Rules and Regulations Manual."

The CAFS Procurement Policy (Draft) dealing with USAID procurements is in the process of being formalized. The draft procurement policies are not geared towards general procurement. The final recommendation of the 1995 Price Waterhouse Review Report was that CAFS "should endeavour to document its procurement system comprehensively. This will ensure that it has reliable reference material for future use" (p. 19 Review Report, Price Waterhouse, October 1995).

g. Documented CQI Systems in Place

The importance of having a Continuous Quality Improvement (CQI) system has been recognized by CAFS from the start of this project, but a formal CQI system is still not in place. Terms of reference for a short term consultancy in this area were drafted in May 1995, a request for proposal was prepared in June 1995, and Management Sciences for Health (MSH) submitted a technical proposal in July 1995. It was not until November 1996, that CAFS responded to MSH, stating that the primary reason for not pursuing technical assistance in the design and implementation of CQI systems in the near future was because CAFS was involved in the very intensive process of establishing a comprehensive computerized management information system, which will meet a number of their preliminary CQI requirements.

In April 1997 CAFS staff members attended a two day workshop with the objective of acquainting CAFS staff with how AVSC was helping others to manage quality improvement in their FP/RH programs. This workshop was useful for CAFS since its staff were exposed to the COPE (Client, Oriented, Providers, Efficient) method of identifying, understanding, assessing, prioritizing and solving problems. This workshop was followed by an internally conducted COPE session focused on using COPE procedures to address problems at CAFS identified by the staff.

CAFS has reviewed the important aspects of management as they relate to traditional management and CQI. The result of this exercise is a one page summary that shows the differences between traditional management and CQI and what CAFS practices. At the recently concluded staff consultations in late-September 1997, CAFS staff reviewed the SOW for a consultancy in CQI which will be carried out early in 1998. The rationale for delaying this short term consultancy was that the MIS should be in place and be fully understood and properly supported

During the last 18 months, CAFS management has been focused on improving the personnel, management, financial, technology transfer and marketing systems with the assistance of outside experts. The formal, internal CQI systems, however, will repose upon this base

h. Weekly Senior Staff Meetings

Senior staff meetings became more regularized in 1996, but are still not held on a weekly basis. Broad meeting guidelines were outlined by the Director in a memo to his staff dated August 28, 1996. At the September 6 1996 meeting of the Technical Department, the following discussion points were adopted: broad guidelines; composition; meeting frequency, other staff to attend; sample of issues to be discussed; and linkage with Lome staff. Two files with minutes of meetings were reviewed: General Staff and Technical Team. It should be noted that senior support staff attend the Technical Team meeting so that

support staff are aware of the needs and views of the Technical Team at all times. The following meetings were held as documented by the approved minutes.

General Staff Meetings	year	Technical Team Meetings
3 Jul , 8 Aug., 22 Aug., and 11 Sep.	1996	30 Sep., 2 Oct., 9 Oct., 16 Oct. and 13 Nov (no minutes on file)
20 Feb., 3 Mar., 24 Apr. and 7 Aug.	1997	1 Mar , 12 Mar., 19 Mar., 25 Mar., 3 Apr., 18 Apr., 29 Apr., 8 May, 30 May, 11 Jun., and 6 Aug.

As can be seen from the above table, the total number of general staff (8) and technical team (16) meetings held since July 3, 1996 is 24. On average, there is either one senior staff meeting or technical team meeting where minutes are taken every three weeks since April 1997. The minutes of the Technical Team meetings have included an action plan which identifies follow up activities, designates the responsible party and a time frame for completion. In addition to formal meetings (minutes kept), the Director meets all senior staff at least weekly to discuss activities to be undertaken, to set priorities and to delegate responsibilities and deadlines. It is important that meetings are held on a regular basis at the same time on the same day with a time limit, since meetings are expensive if they are not well focused.

3.1.2 Target Indicators - Desirable

a. Procedures Developed to Ratify the CAFS Constitution

There is no checklist of the steps that should be followed (procedures) to ratify the CAFS Constitution. In both the amended Constitution of July 8 1994 and the proposed new Constitution, the Board has the power "to make amendments to this constitution, provided that no amendments shall be effective unless two thirds of the members of the Board present and voting support it" (Article VII.2). One reason for requiring formal written procedures for ratification is that Article XIII - Interpretation states "The International Planned Parenthood Federation Africa Region Executive Committee, on behalf of the Regional Council, and in consultation with other principal donors to CAFS, shall have the final power to interpret the provision of this constitution which interpretation shall be final and binding on the members." This last article gives the donors the final power of interpreting what actions should be taken. Article XIII has been dropped from the constitution that is under review.

b. CAFS' Legal Status Changed to that of an Autonomous NGO

CAFS needs to change its legal status in both Kenya and Togo at the earliest possible time so that the autonomy of CAFS is guaranteed

c. Qualified Senior Managers in Place

CAFS presented to the evaluation team the CVs of ten senior personnel. There are qualified senior managers in place that continually need to evaluate and update their skills. To assist with the assessing the quality of staff in relation to the mission of CAFS, Deloitte and Touche carried out a manpower analysis in January 1997. The analysis was based on the manpower requirements of CAFS vis-a-vis CAFS' Strategic Plan and Marketing Plan for 1997 and review of current staffing levels together with skills/experience profiles. Deloitte and Touche concluded, that CAFS did not need to employ additional staff to fulfill the identified gaps in the Technical Team. "We believe there is enough skill and experience within the current Technical Team to provide services to clients as outlined in the 1997 Marketing Plan. However, CAFS will need to re-organize the team and provide significant mentoring and guidance, together with on-the-job training to maintain a high standard of service" (p. 30 Manpower Analysis, Deloitte and Touche, January 1997). It was indicated at that time that important areas for training staff were in team work, proposal writing, developing assignment teams, managing an assignment and periodic refresher and update courses in the thematic areas. During 1997, CAFS abolished certain positions in the interest of efficiency and economy (deputy director and marketing officer). Other staff were released from service (finance officer, personnel officer and senior IEC officer per November 1996 Management Audit) and replacements were promoted from within the organization.

Complementing the Manpower Analysis is the report entitled Review of Performance Appraisal, Training Plan and Generic Job Descriptions (Deloitte and Touche, July 1997). This report examined individual staff training/development needs in relation to areas that need improving as well as areas where staff are currently under-utilized. The thrust of the review is that CAFS employees will be called upon to achieve higher and higher standards, therefore, it is important for all staff members to continue to improve and add to the skills that they have. Skill improvements that each staff member needs to make in relation to the needs of the institution should be identified in the periodic Performance Evaluation Reviews. As the PER system improves with use and internal CQI systems are established, the identification of staff requirements for skill enhancement will be improved.

d. Continuous Strategic Planning in Place

There is continuous strategic planning at CAFS. In 1995, CAFS developed a five-year Strategic Plan, but it was not until September 1996 that strategic planning took on a more serious note when CAFS management decided to again hold annual planning retreats. There is a continual process of reviewing work plans and budgets both at the institutional,

departmental and individual levels Strategic planning is becoming a part of the CAFS culture It will become institutionalized to a greater degree once the tracking and monitoring databases become firmly established.

e. All Reporting Timely and Complete

Under the terms of the USAID grant to CAFS, CAFS is required to undergo a number of reviews and evaluations, and to submit a number of reports. The main reports that CAFS submits on a quarterly basis are financial ones. The quarterly advance request is accompanied by an expenditure reconciliation. An annual external audit, internal control reports, and financial management reviews are also required. In addition, CAFS is part of the Cooperating Agencies Activities Tracking System (CAATS) which was developed in late 1995 by REDSO/ESA/PH and is used by USAID/REDSO for the reporting of activities. The recent financial and CAATS reports are current and demonstrate that CAFS is meeting the desirable requirement of timely and complete reports. Financial reporting in 1997 has been very regular as demonstrated below:

Quarterly Financial Report	Target Submission Date	Advance Request Submission Date	Expenditure Report Submission Date
Jan. - Mar. 97	15 April 97	21 April 97	21 April 97
Apr. - Jun. 97	15 July 97	8 July 97	8 July 97
Jul. - Sep. 97	15 Oct. 97	21 October 97	21 October 97

The 1996 accounts have been audited and the external auditors expressed the opinion that the CAFS Fund Accountability Statement fairly presents, in all material respects (except for US\$ 1,132 of inadequately documented expenses), projects revenues, costs incurred and reimbursed and commodities and technical assistance directly procured by USAID.

As part of CAATS, REDSO introduced quarterly meetings where senior representatives of the cooperating agencies could discuss items of mutual interest and better coordinate services in the region. The information CAFS has provided at these meetings and in regular quarterly reports is very comprehensive (August 12, 1997 letter from REDSO to CAFS) The CAATS prepared by CAFS now includes cumulative information on technical assistance and training activities which are viewed as important to CAFS in assisting with its marketing efforts. The CAATS report was last updated at the end of September 1997.

f. To the Extent that CQI has been Implemented, Evidence of CQI Impact on Training and TA

Evaluating the impact of CQI on training and TA can best be done by looking at the specific outputs in the RFP prepared to assist CAFS with the implementation of a CQI system. The following outputs were specified

- facilitation of the monitoring and evaluation of the quantity and quality of organizational outputs;
- facilitation of monitoring of professional performance and provision of feedback to relevant staff; and
- facilitation of planning for staff development and training programs.

CAFS has elements of all three outputs built into their programs. Strategic planning based on self evaluation is a regular part of CAFS activities. A good PER system has been developed and is being implemented. An external evaluation as well as internal evaluations of staff have been carried out and have recommended individual skill development and enhancement programs. During the first quarter of 1998, outside technical assistance in CQI is expected to improve what has already been recognized as a necessary part of the institutional culture.

What is lacking is a systematic, objective assessment of the quantity or the quality of CAFS training or technical assistance, other than the administration of participant surveys during training courses. Recently, staff targets for 1998 were established for billable hours and income generation. These will provide additional measures once the required financial and personnel systems are established and regular reporting is accomplished. Since the quality of TA and training services provided by CAFS is a key element in its survival, staff will need to devise other mechanisms to measurably improve services.

g. Computerized MIS in Wide Use

Computerized MIS systems are coming into wider use as new systems are being developed and modified on a continual basis. CAFS has sufficient computer power as well as the manpower to develop most of the necessary systems required. A systems administrator is completing his first year at CAFS. The Personnel Management System is coming into full use (Horizon software) and the Financial Management System (SUN software) is currently being run in parallel with the DacEasy program. Communication among staff has been facilitated by greater use of e-mail since all staff (in Nairobi and Lome) have ready access to a computer connected to a network. CAFS staff have become very computer literate. Databases are in various stages of development, including as a mailing list of current and prospective clients and marketing information. Although the list of former clients is not yet accessible to technical staff, it will provide important marketing opportunities once it becomes available. Computerized databases (either entirely new ones or adaptations from manual systems) still need to be developed for property management, filing, training, associates (consultants and CAs)

A first step in establishing databases within CAFS is to complete the identification of the necessary databases. This should be followed by development (internal, mentoring, or outside consultants - individual or firm), assigning of maintenance responsibility, and certification. The exercise of developing and modifying databases must be ongoing so that CAFS staff are provided with the information they need to carry out their job efficiently and effectively within a cost sensitive environment.

3.1.3 Performance Based Disbursement Indicators

IM1: 10% of Training and TA Directly Observed by CQI Staff

A CQI system for directly observing training and TA by a CQI team or staff has not been implemented.

IM2: 100% of Training and TA Assessed by Client Questionnaire

100% of training and TA is assessed by client questionnaire, mainly at the time of the activity. The results of the questionnaires reviewed were very positive (all aspects of the courses rated 80 % or above). The most interesting part of the questionnaire for the trainers were the opened ended questions on how the course could be improved. There is limited follow-up after a course or TA is completed; this is an area that could be addressed if funds for carrying out this activity are made part of the package of services that CAFS makes available.

IM3: 50% of Computerized Data-bases Set-up and Operating

Less than 50% of the computerized data-bases are set up and operating on the programs that CAFS has selected with outside assistance. The Personnel Management System is ahead of the Financial Management System, but these two crucial systems can only be linked after both are certified as being fully functional. The Financial Management System will only come on line on January 1, 1998. At that time more than 50% of the computerized data-bases will be set-up and operating.

3.2 Personnel Management System

3.2.1 Target Indicators - Required

a. Merit-based Personnel System

CAFS has a merit-based personnel system which was designed with assistance from outside consultants. The process started with the work by Peter Shipp (Designing a Performance Appraisal System and a New Supervision Procedure for CAFS) under CAFS II in April 1994. This work was supplemented by A Review of Personnel Policies and Procedures

(Deloitte and Touche, April, 1996) which moved CAFS towards a merit-based personnel system. A number of issues raised in this review had to be revisited as a result of a management audit completed in November, 1996. Additional key studies and reviews that have led to a merit based system are the Manpower Analysis (January 1997) and the Review of Performance Appraisal, Training Plan and Generic Job Description (July 1997). As a result of the above mentioned studies and reviews, staff have been released, positions have been abolished, and measurable performance targets have been agreed upon between the supervisor and supervisee. Merit is now determined objectively since a transparent performance evaluation review system has been adopted as part of the Personnel Policies and Procedures Manual as well as written guidelines on recruitment. At the end of this year, there should be further changes in personnel as the impact of fully adopting a merit-based personnel system is realized.

b. Market Oriented Salaries and Benefits

CAFS received external assistance from Deloitte and Touche in determining whether or not CAFS salaries and benefits were market oriented. The October 1996 report Evaluation of New Personnel Policies recommended "that CAFS increase their employees basic salaries to a level that is competitive with the market average and terminate the allowances" (p.9). It was further recommended that CAFS offer an enhanced medical insurance package and provident funds (currently in effect). The Review of the Remuneration Policy (January 1997) set out a recommended salary structure (basic pay only) which was later modified (March 1997) and presented to and approved by the Board at the last board meeting (June 30 - July 1, 1997). Each of the above reports was based on the August 1995 remuneration study carried out by Deloitte and Touche. The last recommended salary structure (March 1997), which was also prepared by Deloitte and Touche, increased by more than 50% the top pay for the first level of support staff and created an overlap of approximately 25% between the 1st and 2nd support staff levels. The reason for increasing the range at the lowest level was because support 1 level salaries were already above the range recommended in the January 1997 report. As per The Employment Act (Laws of Kenya), salaries cannot be reduced while an employee is under contract at a specific remuneration level. This rule limits the ability of CAFS to reduce salaries when an employee has not performed as expected. "Terminating a contract for long term employees who have continuously had their contracts renewed may be tantamount to declaring redundancies" (p.13 Evaluation of New Personnel Policies). Both points are important when determining salaries within a performance based market oriented organization.

There appears to be either a lack of consistency or a lack of understanding about what constitutes consolidated salary (salary and all benefits including provident fund, medical and life). Currently, provident fund contributions, medical and life insurance are at least one-quarter of an employee's base salary. By consolidating salaries, one half of the employees in the first two support grades are beyond the recently approved scales (July 1997). Based on information available to the evaluation team, salaries at the lower ranges

are not market oriented. This fact will be confirmed in November 1997, when CAFS receives the annual Price Waterhouse salary review, since CAFS is now an active participant in this annual review.

The end result of the above reviews is that CAFS has achieved greater focus on performance related pay and a consolidated pay package that is easily understandable and equitable. Complete movement towards performance related pay (pay commensurate to duties) will be realized when the 1997 PER is carried out at the end of this year and staff are rewarded according to their level of performance. Since CAFS salaries should be based on performance, the base salaries should be set at a lower level so that there is greater flexibility.

c. Job Descriptions for all Positions

There are generic job descriptions for most positions and job descriptions are currently under review. In July 1997, CAFS received the Deloitte and Touche report entitled Review of Performance Appraisal, Training Plan and Generic Job Descriptions. The job descriptions contained in that report were reviewed in August 1997, by the Personnel and Administrative Officer, Finance Officer, and Head of the Technical Department. It was noted by this review committee that the report did not include job descriptions for several positions. In addition, there were three positions that had been abolished and a number of functions had been omitted (publication of brochures, organization of board meetings, contracting, marketing plan and providing audio visuals).

It is important to establish the mission of the organization, translate the mission into goals, objectives and functions which are then related to the distinct sections (directorates, programs, personnel administrative and finance). An organizational structure is just a framework within which the assigned functions of CAFS are carried out. If the functions are irrelevant to the goals and objectives or if the goals and objectives are unsound and ill-defined, no amount of restructuring will bring about, on its own, greater effectiveness or better performance of CAFS. It is important to tie position descriptions to an organization's mission, objectives, and functions. Every unit within CAFS should have an objective which is translated into functions which are the major responsibilities of that unit. Without laying out the objectives and functions of every unit, it is difficult to ensure that there are not overlaps and gaps between the units. It is important that every unit and section clearly understand their regular functions and how these functions are inter-related and fit into the objectives and mission of the higher levels. Any time a position or activity is eliminated or created, or a new policy is proposed or adopted, there needs to be a review of the objectives and functions of each unit and their interrelationships.

d. Institutionalized Supervision

Supervision is becoming institutionalized through the development of various procedures as a result of policies being adopted, but there is still a need for supervision to be more regularized. Staff meetings, when they are held, review achievements and set assignments. Time sheets that indicate time spent on various activities are reviewed by supervisors monthly. There is also an objective PER system in use that is based upon establishing mutually acceptable targets between the supervisor and the person he or she supervises.

e. Performance Evaluation Review (PER) System in Use

There is a PER system in use which was started this year. The concept is correct and modifications are being made as CAFS becomes more experienced in its use. As stated in the March/June 1997 CAFS News, "evaluation of the first cycle indicated that confusion existed concerning work objectives." The Personnel and Administrative Officer indicated "that the purpose of work objectives is to identify areas in which employees can add value to the operations of the institution beyond day-to-day activities."

CAFS is on the right track, but it will need further experience with this system before the full advantages of its uses are realized. It is envisioned that further changes will be made to this system after employee performance evaluations are at the end of the year.

3.2.2 Target Indicators - Desired

a. Revised Personnel Handbook Approved and Used

There is a revised Personnel Policies and Procedures Manual which was approved on July 1, 1997 at the 22nd meeting of the Board of Directors. The Personnel and Administrative Officer is currently modifying the manual based on observations received from staff. Review and modification to the manual on a regular basis is healthy, since the contents of the manual will then reflect what CAFS should do and how it should be done within a specified time period.

b. Individual Professional Development Plans

Individual professional development needs were identified with the assistance of Deloitte and Touche at the time of the first PER review in March/April 1997 and contained within the report entitled Review of Performance Appraisal, Training Plan and Generic Job Descriptions. The professional development needs should be translated into professional development plans. Determining, undertaking and monitoring individual development plans should become an integral part of the PER system.

3.2.3 Performance Based Disbursement Indicators

PM1: 100% of the Job Descriptions Approved and on File

Although new job descriptions have not yet been approved, approximately 90% of the generic job descriptions have been written by Deloitte and Touche. However, these need to be reviewed by staff in light of relating job descriptions fully to the objectives and functions of the units and the mission of CAFS. As a result of this evaluation, the Personnel and Administration Officer is finalizing job descriptions with all staff members participating. Emphasis has been placed on relating job descriptions to the mission of CAFS and the goals of their department.

PM2: 100% of New Personnel Vetted by Committee and Salary Histories/Credentials Verified

The procedures detailed in the Personnel Policies and Procedures Manual with respect to recruitment are being followed. Two different interview panels have been created based on the grade of the position being filled (p.18). Offers of employment are subject to satisfactory references and proof of all academic qualifications (p. 30). To facilitate this exercise, reference requests and reference check forms have been developed. Since approval of the Personnel Policies and Procedures Manual in July this year, recruitment has been carried out only for the position of Assistant to the Director. This position was filled in November 1997, in accordance with current CAFS policies.

PM3: 75% of Personnel Appraisal Forms Submitted by Deadline

The first cycle of the new PER system was completed in April 1997. Prior to that time, the Personnel and Administrative Officer circulated a memo to all staff (February 24, 1997), requesting them to ensure that their performance was evaluated by mid-March, 1997.

This target should be measured in December 1997, and thereafter, since CAFS has only recently adopted a comprehensive personnel policies and procedures manual which includes a PER system based on quantifiable performance targets.

3.3 Financial Management System

3.3.1 Target Indicators - Required

a. System Tracking both Direct and Indirect Cost

Currently, CAFS does not have a fully integrated system for tracking both direct and indirect costs. Tracking direct and indirect costs should be part of the computerized financial management system (Sun) currently being modified by Price Waterhouse.

In order for this system to reflect the actual costs, what composes these costs needs to be understood. Before the new financial management system was introduced, Deloitte and Touche determined staff utilization rates (Cost and Resources Review, December, 1996) It was assumed in that report that there were 250 working days in the year, when in reality this number should be reduced by the number of days of leave (24 days/year), holidays (minimum of 10 days/year) and sick leave (up to 22 days/year). Therefore, the direct charge out rate for an employee earning \$ 40,000/year is not \$154/day (\$ 40,000/260 work days - denominator currently used by CAFS), but $\$40,000 \times 1.25$ (salary = 1 + benefits = 0.25)/210 (average number of days an employee works in a year) = \$238/day. It is on this higher rate that indirect costs should be added. CAFS has carried the concept forward by using a charge out rate based on the total number of work days in a year, including holidays, of 260 as the divisor to the cumulative salary (salary and all benefits). There is no problem with this approach as long as the following adjustment is made:

$$\begin{aligned} \text{Staff salary including benefits} &= 1 \\ \text{Staff salary adjusted for the number of actual work days} &= 1.24 \end{aligned}$$

Currently, CAFS overhead per employee is based on the projected time that a staff member's time is billable. CAFS should use one overhead rate for all staff.

b. AID Accountability Standards Met

CAFS meets USAID accountability standards. USAID/REDSO conducts regular financial reviews of CAFS. The last review was carried out from May 5-7, 1997, and covered the period August 1, 1996, to March 31, 1997. On June 26, 1997, the Director, RFMC wrote to the Director, CAFS as follows:

“During the review, the expenditures were found to be adequately supported. The payment vouchers were supported with invoices, receipts, returned checks and third party acknowledgments ”

c. System Computerized

The financial management system is computerized. Currently CAFS is running their accounts using both the DacEasy and Sun software systems. It will not be until January 1, 1998 that a completely integrated computerized financial management system (Sun) is operating on its own with links to the other computerized systems in use

d. Budget Based Upon Guaranteed Funds

CAFS budgets are based on funds guaranteed by donors. The amount of funds that the USAID and IPPF have been able to provide under CAFS III have been less than projected, but still on a diminishing basis. As CORE funds were being reduced, funds available to FPAs from IPPF to purchase CAFS services should have increased, this has not been the

case In addition, the approved grants from IPPF have not always materialized In 1995, only US\$ 584,000 out of the approved grant of US\$ 700,000 was received from IPPF, resulting in a shortfall of US\$ 116,000. In 1996, the situation was worse since only US\$ 480,000 out of the approved grant of US\$ 600,000 was received, a shortfall of US\$ 120,000 In 1997, the IPPF grant was US\$ 564,000, most of which was advanced in 1996 to cover operating deficits. 1996 was a difficult year for CAFS, since the new management found financial irregularities which required an unplanned management audit followed by the release of staff at a great expense. Part of the expense of releasing staff was directly paid out of CAFS's IPPF operating budget by IPPF London (16 months of salary paid to the former Acting Director instead of 3 months) based on the action of some IPPF appointed Board Members. 1997 is expected to be a better year, but a deficit is still projected.

3.3.2 Target Indicators - Desired

a. Systems for Timely Billing and Collections in Place

There is not a good system for ensuring that billing and collection are timely, since the responsibility is shared between finance and the project co-ordinator for each course without specifying the duties of each party In the Internal Control Report for the year ending in December 1996, the auditors recommended, and CAFS agreed to, obtaining written requests or undertakings to pay from sponsors before admitting participants for courses. Even though finance does not always have the supporting documentation that participants were admitted with written commitments from sponsors, most fees have been collected within 60 days after the course was completed. The situation has improved since 1995 when most of the tuition debtors were not supported by documents showing who requested the course or who undertook to pay. One indication that there has been improvement is indicated by comparing the December 31, 1996, balance sheet (\$ 81,000 in tuition debtors) to the December 31, 1995, balance sheet (\$ 175,000 in tuition debtors)

b. Improved Cash Flow

Although cash flow has improved, the only reason that CAFS has a positive balance in the bank is through borrowing against their subsequent years' grants from IPPF. As indicated in the 1996 audit, CAFS was advanced US\$ 415,680 from IPPF. As a result, the balance of the 1997 grant from IPPF was only US\$ 13,500 as of April 1, 1997, since US\$ 134,800 had already been received at the beginning of 1997 Because of this situation, IPPF advanced US\$ 100,000 to CAFS in April 1997, which was to be refunded before the end of 1997. Prior to this disbursement, the Chairman of CAFS' Board presented a paper to IPPF on CAFS activities for 1995 and 1996 as well as a request for US\$ 400,000 to cover the current deficit This was followed by a formal request in March, 1997 (US\$ 280,000 to cover 1996 internal crisis expenses and US\$ 120,000 in 1996 funds approved, but withheld) CAFS' request for US\$ 400,000 is pending, but IPPF did advance US\$ 227,500 against the 1998 IPPF grant to CAFS. Given that IPPF support for CAFS will be only US\$ 397,197 for 1998 and US\$ 327,500 has already been advanced, CAFS will start the year with a balance of the

1998 IPPF grant of only US\$ 69,697 (CAFS is currently unable to repay the US\$ 100,000 advanced by IPPF in February 1997) The future of CAFS depends on whether or not it can cover an accumulated deficit of over US\$ 400,000 IPPF is sympathetic to the financial problems of CAFS, but IPPF is facing its own financial crisis. Given the moral obligation that IPPF feels towards CAFS, a financial solution is expected from IPPR before the next CAFS board meeting

c. CAFS Fully Computerized

CAFS is fully computerized. There is sufficient computing power to carry out any task that the institution needs to perform until the end of the cooperative agreement with USAID. CAFS is still developing the necessary computerized systems to take full advantage of the existing computing resources. During 1997, the greatest advance has been achieved in communication through the use of the Internet and the creation of a web site.

3.3.3 Performance Based Disbursement Indicators

FM1: CAFS Satisfies the Recommendations of the Previous Year's Audit

CAFS satisfied the 1995 audit recommendations during the 1996 audit. Before the 1996 audit was finalized in October 1996, CAFS auditors prepared an Internal Control Report for the year ending December 31, 1996 (May 9, 1997). There are still nine of 19 recommendations that need to be implemented fully, although most of these have been partially implemented. Completely satisfying the internal control recommendations as well as the audit recommendation should become a routine CAFS activity.

FM2: 75% of Invoicing Completed within 60 Days of Expenses

CAFS meets the measure of 75% of invoicing completed within 60 days of expenses. CAFS invoices USAID for expenses incurred against their grant every quarter. Reconciliation of expenses are submitted at the same time as a request for funds (refer to section entitled All Reporting Timely and Complete). The financial reports submitted are complete and up to date.

Most of the invoices that CAFS sends out to participants are done within 60 days of the start of any activity

FM3: 80% of Expenses, in a Random Selection of Receipts, Tracked and Appropriately Assigned

Over 80% of expenses are appropriately assigned based on the findings of the 1996 external audit The 1996 audit covered 86% of payments from funds received from USAID and disbursed by CAFS "Overall compliance in relation to the Cooperative Agreement and

related provisions was strong" (p. 3, 1996 Audit) Only \$ 1,132 out of US\$ 2 8 mil in expenses was questioned

FM4: Demonstrated Follow-up of Debtors Who Fail to Pay Within 60 Days

CAFS does limited follow-up of debtors, because there is a need for a good tracking and information retrieval system. There are two classes of debtors, internal and external. In relation to internal debtors, the biggest problem is with travel and per diem advances, since there has been improvement in the area of salary advances (only under special circumstances) and loans (suspended, with balances being cleared). Problems with travel and per diem advances are cited every year in the annual external audit and internal control review. There is a need to review CAFS's policies and procedures in relation to advances and travel claims, since travel advances are being given without having cleared previous advances. In addition, there is no systematic follow-up. The current computerized summary report only has cumulative debit and credit activity which does not give a good understanding of the current situation (cleared vs. outstanding). In addition, the detailed individual reports do not indicate the composition of the balance brought forward, thus making it difficult to track past year activities.

In relation to external debtors that were invoiced prior to mid-1996, there has been very limited follow-up. For every outstanding debtor an invoice can be produced, but the supporting documentation is missing in most cases as well as a copy of the latest follow-up letter. The problem is partly a result of dividing the responsibility for billing and follow-up between finance and a project coordinator. Computerized information that is currently maintained includes: debtor/funding agency, invoice number, activity/course, amount owed and project coordinator. Needed information that is missing includes: date of invoice, date of last reminder, contact person, indication that support documents are on file. In addition, all the information that is needed to determine what has been done and when it was done is not all in one file. What is required is to lay out a strategy for recovery and/or write-off as well as establishing the procedures to be followed for all future billings. There are several cases where there is a good probability of receiving the amount owed, but this will never be accomplished unless there is continual follow-up.

3.4 Technology Transfer

The mission of CAFS is: "To strengthen the capabilities, capacities and effectiveness of organizations and individuals providing sexual, reproductive and family health services which encourage responsible exercise of rights and promote higher quality of life in Sub-Saharan Africa." CAFS addresses its mission by providing a mixture of training and technical assistance and through research. It accomplishes these technical activities through the efforts of a technical team working out of two offices. The headquarters is in Nairobi, Kenya in East Africa and the regional office is in Lome, Togo in West Africa. The technical staff in Nairobi consists of seven program officers and a chief program officer and in Lome the technical staff consists of two

program officers and a senior program officer (who was at the time of this evaluation the acting Head of the Lome Office) When there are greater needs for human resources for specific activities, CAFS hires consultants or resource people

The evaluation team requested that the technical staff assess the quality of the three principal types of services provided by CAFS. Nine technical team members responded as follows. Overall, how would you rate the services offered by CAFS.

	Extremely Good	Very Good	Good	Not very Good	Not at all Good
Training	2	7	0	0	0
TA	2	7	0	0	0
Research	0	5	2	0	1

One program officer stated that he didn't know enough about CAFS research to assess it. The technical staff were also asked. "How important to the survival of CAFS are the following programs?" They responded as follows:

	Extremely Important	Very Important	Somewhat Important	Not very Important	Not at all Important
Training	8	1	0	0	0
TA	7	2	0	0	0
Research	2	3	2	1	0

The total income earned by CAFS during the period from July 1, 1996 through October 31, 1997 was US\$ 749,391. The contribution of each of the program areas is presented below:

	US \$	%
Training	492,823	66
Technical Assistance	223,149	30
Research	33,340	4

The training CAFS provides is often broken into two categories, regional training and in-country training. Regional courses are generally conducted over a period of four weeks. They attract participants from any number of countries to a single course site and cover a number of related topics. In-country training covers the same content areas, but these courses are usually of shorter duration and are offered in a country to address its particular needs.

Historically, regional training has been the cornerstone of CAFS services. At the start of the CAFS III project, based on a recommendation from MSH, it was decided that the orientation of CAFS services would shift more toward in-country services and focus on paired training and

associated technical assistance. This change in orientation was a result of perceived developments among institutions providing reproductive health services delivery and changes in their needs for training and technical assistance.

The organizational structure of the Technical Team was flattened to encourage more collaboration among CAFS staff and to enable them to respond more flexibly to opportunities. The new market orientation of CAFS required that each of the Technical Team members also serve as a marketing agent for CAFS services.

At the time of the evaluation, some technical staff in Nairobi still perceived their regional training responsibilities as the cornerstone of their efforts, even though their courses might only be conducted once in a year. In contrast, the staff in Lome conducted their regional training, but were much more focused on developing additional training and technical assistance opportunities for CAFS.

What CAFS is and does is defined by the services it provides. Even when CAFS offers quality services to address needs it identifies in collaboration with service delivery institutions, the funding for CAFS services must be attracted from other sources. The funds are not directly available either to CAFS or to the service providers. Awareness of this has reoriented attention and increased the importance of marketing by the program officers.

It was cumbersome for the evaluation team to determine the success of CAFS in achieving certain indicators relating to revenue and technical activities because the information was not collected and stored with this intention. Although CAFS is developing a better financial system, and complete records of all financial transactions are available, there is no system in place to separately monitor the source of revenue from training or technical assistance. The information is not compiled to distinguish revenue earned according to the type of training (regional or in-country), or the individual staff member(s) who produced this income.

CAFS has recently established charge-out rates for each member of the technical staff, and there is a comprehensive system of planning and evaluation for staff activities, but there is not yet a system in place to monitor the amount of profit (or even income) generated by each staff member.

During the staff planning exercises in September 1996, the staff became fully aware that CAFS was taking determined steps toward a market orientation and that each technical team staff member would be held accountable for producing income to cover his/her salary and benefits as well as a portion of indirect costs. Although no formal targets for income generation were established until the September 1997 staff planning exercises, and 1997 was considered an 'experimental' year, the evaluation team was able to identify the revenue earned by each technical staff member during the 16-month period from July 1, 1997 through October 31, 1997 as well as the percentage of their time which was billable. The range in income produced by current technical staff during 16 months ranged from a low of \$ 0 to a high of \$ 167,936. There was also

a wide difference in the percentage of staff time that could be directly attributed to income-producing activities during that period from 4% to 66%. Interestingly, the three staff members with the highest percentage of workdays which were directly attributable to income-producing activities are all located in the Lome office.

These calculations are based on gross revenue for activities without removing direct expenses incurred; they do not account for CAFS salary costs which so far are paid without consideration of revenue or profit produced. The revenue totals which were identified certainly do not measure 'profit' to CAFS. In fact, certain activities cost CAFS money, largely because of high salary costs.

Each staff member now has two targets for 1998. The first is for a level of income and the second is for the percent of her/his time which is 'billable' or revenue producing. They now understand that they are responsible for marketing CAFS services and for making sure that they produce enough profit to cover not only their salaries and benefits, but a certain percentage of indirect costs as well.

In the light of these considerations, the evaluation team measured the specific indicators of performance identified for Phase I.

3.4.1 Target Indicators - Required

a. 75% of Training/TA Provided In-country by Cost

This indicator was not achieved. The evaluation team decided to focus on the productivity of a 16-month period which began shortly after the arrival of the new Director, namely, July 1, 1996 through October 31, 1997. Of the US\$ 715,972 in training/TA revenue generated by CAFS during this period, only 45% (US\$ 325,493) was generated from training or technical assistance conducted in-country. The other 55% was generated through regional training courses.

These amounts are from gross revenue, not profit to CAFS. They do not take into account the costs associated with each activity, since the financial management system to permit those calculations is not yet operational.

b. All Training Includes Planned Follow up

For nearly all of its training courses, CAFS has been unable to provide follow up. The Institutional Advisor at CAFS stated that technical team members are committed to the concept, but that funding to incorporate paid follow-up technical assistance into training contracts has been virtually impossible to secure.

Technical assistance following in-country training is conceivable, and has been conducted in a limited number of cases where contracts provided funding for both training and associated

follow up, but CAFS does not have funding to make the independent decision to provide follow up to training. To accomplish this type of follow up on a regular basis would require a significant shift in CAFS' services with a concomitant adjustment in the marketing strategy. Within a single country, CAFS has been able to market a package of training and associated technical assistance to address a number of inter-related needs, notably under the collaboration between the CAFS Lome office and JHPIEGO. CAFS should continue exploring similar opportunities. CAFS could identify needs independently, but it would most often be more fruitful to work collaboratively with a potential client organization to identify a set of needs which CAFS could address.

Regional training will require a different approach. The evaluation team was informed that, until 1992, CAFS used to send surveys to participants six months after each course, but this was abandoned due to low response rates. In 1993, and at the start of CAFS III, the plan was to conduct field follow up activities, but funding for that has not been available. It is extremely unlikely that this situation could change in the case of regional training activities as they are currently conducted. This is because students pay, or are funded, to attend single courses, not a series of inter-related courses with associated follow-up. A decision was made recently for each technical staff member to contact participants from their regional courses while traveling for other business purposes. CAFS could also attempt to secure funding for follow up activities through IPPF subsidies to its FPAs.

CAFS might consider returning to the survey approach, at least for regional training participants, with the intention to use the surveys as tools for marketing as well as course follow up. This would not have to involve substantial monetary resources or technical staff time, once the instruments and systems for follow up are in place. These surveys would ensure that former participants are not completely abandoned, and could provide CAFS with periodic, informed feedback on the impact on job performance of individual components of its training programs. This feedback could be used to identify appropriate modifications in the existing training programs as well as needs for subsequent, related training.

c. Training Materials Revised Annually

To assess this question, the evaluation team started by compiling a list of available CAFS' courses (see Annexes 6 and 7) and subsequently identified courses and materials which had been recently revised or developed. According to information provided by 10 technical team members, the following courses and/or course materials were revised during the 16-month period from July 1, 1996 through October 31, 1997:

1. Contraceptive technology & reproductive health update (English)
2. Contraceptive technology & reproductive health update (French)
3. Managing reproductive health programs - maximizing human resource potential (English)
4. Empowerment, health management & leadership (English)

5. Youth sexual & reproductive health (English)
6. Research, monitoring & evaluation (English)
7. Research, monitoring & evaluation (French)
8. Family health communication (French)
9. Family health communication (English)
10. Training of trainers in IEC (French)
11. Training of trainers for youth programs (French)
12. Sexual & reproductive health and family planning (French)
13. Infection prevention & contraceptive technology update (French)
14. Sexual & reproductive health and family planning for youth - with a guide for youth animators (French)

These new one- or two-week courses were developed as well:

1. Empowerment for sexual & reproductive rights (English)
2. Empowering Communities. participatory techniques for community-based program development (English)
3. Counselling in post-abortion care (English)
4. Inter-personal communication (English)
5. IEC materials development (French)
6. Communication for change in sexual and reproductive health (English)
7. Advocacy & community mobilization (French)
8. Advocacy & reproductive Health (English)

One new 4-week course was developed:

1. Sexual & reproductive health information resources management (English)

These were systematic efforts to revise or develop specific CAFS' training programs. In addition, many courses receive the benefit of unmonitored, but ongoing, review and revision. Prior to offering any standard course, the responsible CAFS technical staff member(s) reviews the course curriculum and materials to determine what revisions are required, if any. This review and revision process is conducted as part of the normal preparation for any training program, but the decision to revise a course or not is left to the discretion of the individual trainer and apparently is not subject to any independent evaluation. The review of individual training curricula was beyond the scope of this evaluation, but it was clear that some CAFS trainers substantially revise their courses prior to each offering; other trainers may be content to continually offer a 'standard' course. Since all courses receive the benefit of a final evaluation by course participants, this is used by some CAFS staff members as a source of guidance to improve the next offering of that training. In addition, a few trainers reported that they survey registered participants as part of the inscription process to identify participant job responsibilities and prior training, as well as their expectations for the upcoming training. This information is used by some

trainers to adjust their scheduled training to better respond to the current needs of the participants. Finally, the majority of trainers reported the use of course pre-tests of participant knowledge. Four trainers reported using the results of these pre-tests to identify areas of particular weakness that will require special attention during the training, or areas that may not require much emphasis for the enrolled participants; these four CAFS trainers adjust the program accordingly.

All CAFS technical staff received two weeks of technical assistance in standardized course development offered through JHPIEGO. Although a few courses are now available following the guidelines presented by JHPIEGO, most courses do not have the desired manuals for trainees and trainers. The materials that were used during observed training sessions were generally handwritten transparencies.

The cost of developing and revising courses is quite high since it requires intensive use of expensive technical staff time. These costs are currently hidden in general salary expenses, but will become very obvious once staff time is correctly attributed and 'billed.' The fees for courses would become much higher, if the cost of development were factored in. Several of the key informants contacted during this evaluation cited already high costs for CAFS training as one barrier that prevents interested institutions from sending more participants.

d. Training/TA Capabilities Identified and Incorporated in the Marketing Strategy

Strictly interpreted, this indicator was achieved. As part of the 1997 Marketing Strategy, each program officer included the training, technical assistance and other capabilities available in his or her content area. The CAFS pamphlet incorporates many of these capabilities. In addition, CAFS produces listings of regional courses in both French and English as well as an individual flyer with a detailed course description for each scheduled regional training program.

Unfortunately, the courses available at CAFS (i.e. their 'product') are not maintained as a systematic data base, so one does not have a sense that all individual program officers are truly aware of the full range of services available from CAFS. They are therefore unable to effectively market these services.

When each of the 10 technical team members were asked to identify the three CAFS courses which best meet the needs of its clients, one program officer said he had no objective measure to assess that. The other nine members identified the following courses most often.

- Family health communication (5)
- Management of community-based FP programs (4)
- Youth sexual and reproductive health program management (4)
- IEC materials design and development (2)
- Training of trainers (2)
- Empowerment, health management and leadership for reproductive health (2)

The evaluation team identified available courses from the 1997 Marketing Plan, as well as from various CAFS reports and our interviews with CAFS staff. The number of English courses identified was 25, this includes 10 regional courses and 15 others (Annex 6) The number of French courses identified was 17, this includes 9 regional courses and 8 others (see Annex 7)

3.4.2 Target Indicators - Desirable

a. Modularization of Courses

Regional courses are generally conducted over a period of four weeks. They attract participants from any number of countries to a single course site and cover a number of related topics. CAFS developed several shorter training programs by focusing on a particular topic covered under a regional course. These 'modules' can still be offered in the format of a regional course, by attracting a number of participants from various countries, but a focus during CAFS III has been to develop flexible modules that could be provided in-country to respond to particular needs. Some modules cover new topics that were not included in any regional course.

Several new, one- or two-week courses were developed during 1997. Three of these courses are modules created from existing regional courses:

1. IEC for reproductive health (English)
2. Youth sexual & reproductive health (English)
3. Managing reproductive health programs - maximizing human resource potential (English)

These new one- or two-week courses were developed as well

1. Empowerment for sexual & reproductive rights (English)
2. Empowering communities: participatory techniques for community-based program development (English)
3. Counseling in post-abortion care (English)
4. Inter-personal communication (English)
5. IEC materials development (French)
6. Advocacy & community mobilization (French)

Four of the courses were developed with technical assistance from JHPIEGO which trained all CAFS technical staff to utilize a systematic approach for the development of a course and its materials, an approach which should be continued. In addition to the detailed curriculum, each new course developed with JHPIEGO included a manual for trainees, a trainers manual and course handouts/visual aids. Two of the new courses were developed with technical assistance from JHU/PCS

The marketing of CAFS technical assistance has become a potent force for the development of new course modules. As staff work with a target organization and collaboratively identify needs, the CAFS staff members are able to design and offer tailored training programs to address those specific needs. Several additional shorter training modules have been created by CAFS staff from the regional training courses. It is not clear that these courses are available as a package that could be offered by any member of CAFS staff.

3.4.3 Performance Based Disbursement Indicators

TT1. 10% of CAFS Generated Gross Revenues are from TA Delivery

This indicator was achieved. During the 16-month period from July 1, 1996 through October 31, 1997, CAFS generated US\$ 749,391 in revenues by providing technical assistance and training (both regional and in-country) from Research and from subscriptions to the *African Journal of Sexual and Reproductive Health*. The revenues generated from technical assistance (even excluding in-country training) were US\$ 223,149 or 30% of the total generated revenues.

TT2. 50% of CAFS Curricula Reviewed for Quality and Revised as Necessary

The evaluation team determined that this indicator was achieved, although the indicator did not provide a specific time frame for the accomplishment of the review and revision of CAFS curricula. During a period of nearly 16 months, CAFS staff accomplished revisions to 14 courses and developed eight new courses. These 22 courses are 52% of all available courses at the time of the evaluation. In fact, a number of additional modules were also revised during the 16-month period since they are components of revised regional courses. (For a list of available courses, see Annexes 6 and 7)

TT3. 30% of CAFS Training Takes Place In-country (Measured by the Number of Courses)

This indicator was achieved. During the 16-month period from July 1, 1996 through October 31, 1997, CAFS conducted 11 in-country courses and 15 regional training courses. The number of in-country training programs was 42% of the total.

3.4.4 Additional Technology Transfer Findings

1. Staff have recently been given specific targets for billable days and income to generate for 1998, but the capacity does not yet exist at CAFS to track and report on the information required to assess these indicators. In order to make a determination of the income generated during the past 16 months, the evaluation team had to seek out information from a number of different departments and documents. In addition, there are no guidelines which

determine how costs and revenue are attributed, or which expenses are authorized. In particular, CAFS does not have policies concerning the amount of time a staff member can bill for a day of training (ie. preparation and follow up), or for a day coordinating a training program. In addition, it is not specified whether the income targets for 1998 refer to gross income or profit. Time sheets are completed, but the payment of salaries is not dependent on bringing in income to CAFS. It is not clear whether a technical staff member who does not reach her/his target will be paid a reduced salary, or terminated.

2. At the present time, the Finance Department does not distinguish income according to the various types of activity that produced it. It was not possible to identify from the records of the Finance Department whether income came from regional training, in-country training, research or other technical assistance. The amounts had to be classified manually.
3. All CAFS staff have been assigned income generation targets for 1998, but it is not clear how most support staff members will be able to generate income.
4. In the Lome office, the acting head has recently decided to team a support staff member and technical staff member so that the support staff member can act as a marketing backup person for particular countries. An evaluation team member noted a strong spirit of collaboration among all members of the staff without undue emphasis on the distinction between technical and support staff.
5. The evaluation team learned that there is no policy for the payment of honoraria for guest resource people, but a common honoraria for one training session is US\$50. Logically, for a full day, a guest resource person would be paid \$200, but when a consultant is engaged for several days he/she may be paid less than \$200. There is no additional payment for preparation time. It appears that the lowest paid program officers cost CAFS at least US\$ 179 in salaries and benefits per workday (without any overhead). Even if one estimates only one day for preparation and follow up for each day of training, it costs CAFS US\$ 358 to use its own staff for a day of training compared to US\$ 200 (or less) for local consultants.
6. Two members of the evaluation team were able to attend sessions of an impressive bilingual workshop conducted by CAFS during the period of the evaluation. One member was also able to attend two training sessions conducted by two different program officers from CAFS. The sessions were focused on clear objectives and involved the active participation of the students who expressed high satisfaction with the course. One member of the evaluation team also attended a session conducted by an outside 'resource person' engaged by CAFS. This training session was a disappointment. In addition to using a very didactic approach, the guest lecturer was needlessly technical and also presented inaccurate information about the topic he was covering. Undoubtedly, the poor quality guest lecture observed by a team member is an unusual occurrence, but it was fortuitous in that it reminds us that CAFS must make special efforts to assure that all the individuals it engages are very

competent While an occasional lapse in quality may be unavoidable, efforts must be made to assure that the reputation of CAFS does not suffer serious damage.

- 7 The Lome office, in close consultation with the Director, has been able to establish several long-term contractual relationships to provide training and technical assistance with collaborating agencies. One of the most encouraging signs is the establishment of 'administrative fees' as a budget line item in these contracts
- 8 At CAFS, research has not been an area of great activity During the 16 months prior to this evaluation, only US\$ 33,340 of estimated income was earned from two research activities; any related expenses have not been deducted from this amount The evaluation team was informed that one evaluation project that was due in April has yet to be completed, and has required the assistance of the Director and other staff members not originally connected to the project. It clearly was a financial loss for CAFS. The quality of the research was not assessed.
9. When ten technical staff members were asked to identify their job objectives related to improving their own skills, nine reported that they had no formal job objective. Five staff members reported that, on their own initiative, they undertook various activities to improve their skills. The Chief of the Technical Team stated that he plans to address this issue.
- 10 When the technical staff members were asked to identify the two most important things they could do to improve CAFS training, they provided the following responses:
 - Have a solid curriculum with materials (ie. trainers manual & participant manual like JHPIEGO) (4)
 - Better assessment of the needs of potential clients, and develop training to meet identified needs (3)
 - Remain connected to program implantation (2)
 - Develop capacity of CAFS staff to work in teams (2)
 - Develop a program to train course consultants
 - Make materials for training available (perhaps market them)
 - Systematically develop good quality materials so that a package is always ready;
 - Continually update course materials based on emerging issues
 - Modularize all the courses
 - Develop course outline and materials
 - Offer new courses
 - Offer integrated courses
 - Link up training and TA
 - Ensure that advertized courses are actually held
- 11 When the technical staff members were asked to identify the two most important things they could do to improve CAFS technical assistance, they provided the following responses:
 - Develop a network of consultants (2)

- Develop capacity of CAFS staff by pairing with experts (2)
 - Develop specific expertise, such as in evaluation
 - Staff need to constantly update their skills
 - Provide staff with training: client relations, needs identification, how to give feedback, report preparation
 - Systematize the follow up to technical assistance
 - Conduct an evaluation of TA after completed
 - Utilize developed reference materials for follow up TA
 - Prototype products could be developed for each type of TA
 - Assure that CAFS possesses appropriate materials to provide quality TA
 - Improve quality of reports
 - Market it, make sure people know what CAFS does
 - Produce TA marketing materials
 - Develop proposals and submit to funding agencies
 - Know what's going on in service delivery at country level
 - Daily rates need to be competitive
12. Two members of the evaluation team interviewed key respondents from 13 institutions working in various capacities in the field of reproductive health. All responded that they saw a continued role for CAFS and were interested in exploring (or continuing) a collaborative relationship with CAFS

3.5 Marketing Systems

The Futures Group collaboration which was designed to assist CAFS develop a marketing structure, systems and strategies was prematurely implemented at a time of great upheaval and change within the organization. Futures Group efforts were initially focused around a discrete marketing office that was meant to mobilize, support and coordinate marketing efforts for the organization. A marketing officer was already in place at the time of the Futures consultancy but, unfortunately, he had been hired (February 1996) without the marketing credentials or experience needed to direct and support CAFS' move to a market-oriented organization. His ability to affect change was also inhibited by staff resistance to marketing.

While historically the program officers' roles included marketing and recruitment of participants to regional training courses through long established contacts and interactions with IPPF affiliates, staff had little knowledge or experience of marketing beyond sending course descriptions to prospective participants. They were unfamiliar with the concept of marketing and intimidated by the prospect of having to enter into this unknown arena. There is little surprise that they viewed the appointment of a marketing officer with relief and interpreted it to mean that they were "off the hook".

Even though the Futures Group in their marketing system recommendations clearly assigned responsibility for conducting marketing analysis, needs assessment, planning, marketing

execution, and business generation with the program officers (CAFS Marketing System Recommendations, 1996), the direction, leadership and supervision from the marketing officer (office) was insufficient to mobilize the program officers to approach these tasks.

A Futures organized marketing workshop held for the staff in May 1996 focused heavily on marketing theory and principle and the financial perspective of a market-oriented organization. According to information gathered in staff interviews by the evaluation team, the material covered in the workshop for the most part went over their heads. Some staff indicated that they had expected to learn “how to market” in the workshop and that their expectations were not realized. Others could remember little at all about the content or purpose of the exercise. In the light of dramatic internal changes taking place at CAFS and in the absence of follow on activities to engage staff in practical applications of marketing activities, the workshop fell into the abyss of “workshops attended - workshops over”.

The above factors - combined with a former organizational culture that did not support or reward initiative, innovation or productivity, was threatened by change and prone to maintaining the status quo - further inhibited the progress needed to move CAFS toward a market orientation.

In an effort to re-focus and re-emphasize the critical marketing role of the program officers, the new Director, - soon after his arrival - appointed each program officer as country manager of from two to four countries, with comprehensive marketing responsibilities for the assigned countries as well as for thematic areas of expertise. At the same time, the technical divisions and thematic units were replaced by a technical department and a designated head of the department was appointed. The head of the department was assigned responsibilities for coordinating all team activities and instructed “...to follow up on on-going activities, allocate tasks for new activities and re-orient those that may require modification.....” (Director’s Memo of 28/8/96). This action effectively flattened the hierarchy that existed and put in place a structure that would be more conducive to information sharing, collaboration and team building. The above actions followed staff consultations at a workshop (convened and conducted by the Director in collaboration with Deloitte & Touche) in which personnel policies and procedures and CAFS’ organizational structure were reviewed in light of its new market orientation and mission. Additionally, various members of the Board were consulted to advise them of the intended reorganization and assignment of responsibilities and the need to move rapidly toward the CAFS’ new market orientation.

Since the creation of the Technical Department and the assignment of country marketing responsibilities, much has occurred within CAFS to distract staff from their prescribed marketing roles. Most have been legitimate distractions focused on internal capacity building such as attending a workshop to learn how to modularize courses to make them more responsive to the needs of the marketplace; and participating in a series of trainings to develop computer and information technology skills. During this time as well, at the request of senior management, Futures held an additional marketing workshop (November 1996 and repeated in March 1997 for staff unable to attend the November workshop) intended to improve the understanding of

marketing roles and responsibilities among the country managers. Staff were also introduced to country profiles and country marketing action plans and tasked to begin developing these. Apparently, no action occurred on the profiles and action plans until the next external marketing effort by the Poptech collaboration (April 1997) when, in an effort to “jump start” the process, each country manager was asked to select one of his/her countries and to begin to gather background information from various identified sources. Additionally, a new business tracking form was created and an instrument for the marketing action plan was developed to assist staff in identifying and tracking marketing activities. Subsequently, the Technical Department looked to the Marketing Officer to provide samples of completed action plans before they commenced with their own. The Marketing Officer obliged this request and distributed samples to all staff via e-mail just prior to his departure from CAFS (July 1997). At the time of this evaluation, these instruments are not in use. No follow up or on-going monitoring or supervision of these activities at a supervisory level has occurred. The progress that has been made is the result of isolated individual efforts, which are to be commended, but the institutionalization of the process and the information has not occurred.

Based on information received in staff interviews conducted during the evaluation, there continues to be a lack of clear direction, coordination and supervision of marketing activities beyond identifying course participants. Progress has also been impeded by the absence of systems (i.e. for reporting and tracking) and the lack of integration of marketing into CAFS’ culture.

The Futures Group marketing collaboration would have much greater impact and benefit to individual staff members and the organization if it were occurring now. Staff are ready to learn how to market. As a whole they have a much greater grasp of the meaning of a market-oriented organization, have begun to identify with the role of marketing, are farther along in understanding budgets and costing, recognize their limitations and can identify specific areas of weakness and skills they want to develop. Staff are now anxious to acquire marketing and sales expertise that will assist their marketing efforts.

Needs assessments and continuous monitoring of the situation and activities of past, current and potential clients in the marketplace (CAFS III Project Document, pg. 41) are not being conducted by most staff. The information that these efforts are meant to generate is essential for conducting ongoing market analysis and crucial to the development of an informed marketing strategy.

Additionally, planning, reporting and tracking instruments to use for the systematic collection, review and analysis of information about the marketplace do not exist as organizational documents. Valuable information that does exist about CAFS’ market is held by individual staff members in a variety of formats and is shared haphazardly on an as-needed basis. Presently, program officers/country managers and other staff utilize their personal filing systems and a variety of methods to store and track old and new client names and information. Priority attention should be given to correcting this. The selection and refinement of essential reporting

and tracking mechanisms and the development of the systems and procedures to facilitate their use will greatly improve CAFS' ability to plan and strategize and ultimately sell their services

Lists that identify CAFS' marketing information needs and a variety of information collection and tracking instruments have been developed by previous technical assistance contractors. These should be carefully reviewed by the Technical Department, Systems Administrator and other senior level staff, adapted to reflect CAFS' specific needs, and institutionalized. Examples of information gathering and tracking instruments that can be modified and adapted to meet CAFS specific needs are:

- A suggested list of tasks to perform for needs assessments and specific tools to use to accomplish those tasks was provided during the Futures Group consultation (CAFS Marketing System Recommendations, Appendix A, October 1996).
- The format for a country marketing action plan was developed and samples were prepared after the Poptech consultation (Poptech Technical Assistance Report, July 1997).
- A bi-weekly new business and client contact tracking report was prepared by the Futures Group (CAFS Marketing System Recommendations, Appendix B, October 1996)

The development of the marketing data base, as part of the MIS system that will enable staff and management to add, track and analyze information on an ongoing basis, should receive special attention. This task should be a joint effort that involves all staff. For preliminary identification of marketing information needs, reference can be made to the collaboration with Deloitte & Touche that addressed information systems (Request to Tender for the Supply of Management Information Systems, October 1996). However, the determination of information needs and reporting requirements must be thoroughly re-addressed and an information instrument and database field model developed. Once a draft of the collection instrument has been prepared and data fields identified, these should be shared with all other senior staff for review and comment to ensure that the information reporting, tracking, assessment and analysis needs of CAFS' are defined as precisely as possible. The time and effort expended in identifying and refining the information needs up front will avoid frustrating and costly adjustments down the road. The collection instrument used by staff should facilitate data entry into fields to minimize error.

All Technical Department and senior staff should have ready access to the database to review records and print pre-designed reports. However, restrictions should be made against anyone other than designated staff having the ability to enter or adjust information in the database. Careful attention should be given to identifying the staff member responsible for entering new client information and adding to or changing existing files to assure the integrity of the stored information and avoid errors.

Information about contacts and potential marketing opportunities appears to be shared freely among colleagues as it is acquired, during staff meetings, and through trip reports. There is a

very positive and collegial environment in this regard and staff are to be complimented and encouraged to continue this collaborative effort. Staff are also encouraged to continue providing in their trip reports complete contact information about new contacts made

CAFS' marketing strategy will need to reflect the identified new and increasing demands in the marketplace resulting from decentralization, integration, and community participation.

Questions to ask in the needs assessments should be standardized and an instrument developed to ensure consistent and accurate on-going collection and reporting. Staff who are experienced in conducting marketing needs assessments and who have had success in their marketing efforts (i.e. Lome staff) could share their expertise with others through role plays and other interaction to help develop the skills and confidence of other staff members. Let it be emphasized that assessments of clients situations and needs is not an exercise to conduct once, but rather an ongoing process to ensure that CAFS is in tune with the marketplace.

3.5.1 Target Indicators - Required

a. CAFS Marketing Unit Established and Functioning

Attempts to establish a functioning marketing unit during Phase I of CAFS III have been unsuccessful.

In June 1997, a lack of progress in the marketing arena and the continued ambivalence of the staff toward their marketing responsibility prompted a performance review of the Marketing Officer (office). The findings, which were presented to the Board of Directors (July 1997), resulted in the abolishment of the marketing officer position and thereby the marketing office. A replacement structure was purposefully not created at that time in order to emphasize the central marketing role of the Technical Department and the essential contribution of each program officer.

In the interim period, one can point to individual program officers who adopted a market orientation and moved forward with marketing efforts in their designated countries, and they are to be commended. However, at the institutional level, the absence of strong guidance, supervision and coordination of marketing activities has prevented and will continue to severely limit progress toward the achievement of a well coordinated and effective marketing function within the organization. Until this situation is corrected, CAFS will not be able to achieve its marketing goals.

The recent appointment (October 1997) of a public information coordinator for each of the Nairobi and Lome offices has created a point of contact for general information requests about CAFS and specific inquiries about countries that have no immediate country manager. The identification and clarification of additional roles for these information coordinators is in process of development at the time of this evaluation.

CAFS is fortunate to have a director with an outstanding record of achievements and who is well known and respected in the international community. As CAFS' Chief Marketing Officer, he has already demonstrated his ability to move the organization in new directions through the South-South Initiative and the new collaboration with UNFPA/Country Support Team for Southern Africa. Additionally, the Director headed a USAID funded feasibility study to recommend future directions for the Zimbabwe National Family Planning Council (ZNPFC).

b. Designated Country Marketing Liaisons Identified

Most staff members have established networks in at least one of their assigned countries. Some individuals have developed strong linkages with local FPAs and have established informal liaison relationships with persons who assist them in marketing their courses. However, more effort needs to be focused on identifying and establishing these relationships in every country.

Each member of the Technical Department has been assigned from two to four countries in the region for which they have overall marketing and coordination responsibilities. Country assignments were made considering existing and established contacts, previous training or other work experience, and knowledge of the country.

A policy may be considered that establishes an "honorary liaison" position in each country and defines the expectations and parameters of the position including any remuneration.

c. Marketing Strategy Revised Annually and Implemented

Evidence of a clear marketing strategy which is revised annually and implemented remains elusive. Certain elements of previously recommended marketing strategies (CAFS III Project Document, pgs. 42-43, and The Futures Group's CAFS Marketing System Recommendations 1996) have been addressed in isolation, but not as part of an overall applied marketing strategy.

During the annual Staff Consultation (September 1997), staff reviewed the marketing strategy developed under the Futures Group collaboration (CAFS 1997 Comprehensive Marketing Plan, pg. 6-7) and used the marketing baseline study prepared by FPMD in 1994 to identify changes in market trends. Outside experts (Dr. Cheick Mbacke, Sr. Population Scientist, Rockefeller Foundation, Dan Odallo, JHU/PCS, Paul Chumba, Pathfinder; Tamu Smith, Reg. Rep., JHPIEGO, and Maggie Diebel, REDSO/ESA) were invited to the sessions and provided their insights and expertise to assist staff in reading the market, identifying new and changing demands, determining CAFS' market niche and developing strategies to market and sell their services (draft of combined staff notes of the 1997 Staff Consultation). As a result of this input, staff are better prepared to continue the strategic

marketing planning process. Management has yet to schedule a date for the meeting but indicated it will occur in November 1997.

d. All Courses and TA “Costed”

All CAFS courses and technical assistance have not been costed at the time of this evaluation. Tuition fees for regional training courses in Nairobi are presently set at \$2,790, which reflects administration and institutional costs; texts and materials; supplies, health insurance, field trips, airport pickup and drop off, certificates, and graduation ceremony. In-country training and TAs are costed on a per case basis. The breakeven point has not yet been established for courses and TAs because actual staff time allocated to each activity has not been tracked or applied accurately. The recent development and institutionalization of time sheets and reporting requirements will contribute to the improvement of CAFS’ ability to determine actual costs.

Working with Deloitte & Touche, CAFS’ Finance Department recently developed budgeting guidelines and a format (Finance Department, Guidelines for 1998 Activity/Project Budgeting) for the Technical Department staff, who are now budget holders, to follow in preparing their activity budgets. Using these guidelines and the actual budget of a recently completed training course, CAFS’ Finance Department conducted an exercise to enhance staff understanding of the elements of budgeting at the recent Staff Consultation in September 1997. The budget was critically assessed for its comprehension and accuracy in projecting direct and indirect expenses. As line item omissions and incorrectly calculated costs were identified and were shown to drive up expenses, staff were able to more fully comprehend the difference between budgeted and actual costs.

Additionally, it is important to point out that important progress has been made in creating staff understanding of why it is necessary to cost courses in a market-oriented organization and what factors must be considered in developing budgets to ensure that the price tag on a course or TA covers all direct and indirect costs that will be incurred by the organization.

e. Improved Profit Margins

The concept of accurately determining the profit margin for an individual training course did not exist in CAFS until after the most recent Staff Consultation in September, 1997, when for the first time that CAFS’ staff critically analyzed course expenses and income from a recently completed training course (Timesheets - Case Study: Income/ Expenditure Statement, Deloitte & Touche, September 1996). (Prior to this time, operating efficiency was not linked to individual courses since operational support was provided by donors). All staff were surprised that the profit margin for the course was much smaller than they had expected. They had failed to consider the impact on profit of items such as having two program staff persons on site full time, a driver on call full time, and the cost of five days of preparation time as well as marketing costs.

For 1997, training income generation in Nairobi just began in earnest in October with the start of four regional training courses. It should be noted that during the first six months of this year, the Technical Department staff in Nairobi were involved in previously programmed capacity building activities and were not clearly focused on income generation activities. On the other hand, training activities have been ongoing in the Lome office, which has been very successful in its income generating activities. It is noted that over the past 16 months, almost 50% of CAFS' income generation has resulted from the efforts of the Lome staff.

A profit and loss analysis for the four courses presently being conducted in Nairobi is not available at this time. Projected tuition income for 1997 (US\$ 455,140) will be greater than 1996 income (US\$ 394,000) which will reverse two years of declining tuition income (1994 - US\$ 766,000 and 1995 - US\$ 580,000). Of estimated tuition income for 1997, more than 40 percent is being generated in the last three months of the year. Staff's present understanding of profit margins for individual courses will be improved by the Finance Office producing reports on each course on a regular basis.

The recent focus on staff consultations has driven the need for CAFS to look at the costs of staff to the organization including the institution of time sheets to record their time against projects. This has led to the establishment of billable rates which CAFS is just beginning to utilize in budget preparation for courses and TAs.

It should also be pointed out that the prime focus of attention over the past 18 months has been on institutional development, capacity building and "cultural" change within the organization. Staff are just now beginning to grasp important budgeting and costing concepts - moving from theory to practical applications.

f. Staff "Billable" Rates Established

Billable rates have been established for each staff member. However, it should be pointed out that the billable rate is not calculated based on the actual number of work days in a year (total days minus vacation, holidays and sick/medical leave). Additionally, the same utilization rate has not been used for all staff. (Indicator: Financial Management System, System Tracking both Direct and Indirect Cost). Established billable rates also do not include all indirect costs. Therefore, the "actual" cost of staff persons' time to CAFS when they are on TAs is in excess of the established billable rates. One example is a staff member who is conducting TAs and for whom CAFS is receiving \$275 per day from the contracting organization(s) but who in fact is costing CAFS \$450 a day for his salary and benefits without indirect costs. If CAFS were to charge the "real" costs of a staff TAs, the result would be to price themselves out of the market. CAFS will need to rationalize staff costs in if they are to remain viable over the coming years.

It should be noted that 1997 is the first year that CAFS has had to consider staff costs, as previously these were included under General Services and funding was provided by donor sources.

3.5.2 Target Indicators - Desirable

a. Steady Increase in Training and TA Revenues

Projected tuition income for 1997 (US\$ 455,140) will be greater than 1996 (US\$ 394,000) income which will reverse two years of declining tuition income (1994 - US\$ 766,000 and 1995 - US\$ 580,000). Of estimated tuition income for 1997, more than 40 percent is being generated in the last three months of the year. This is traditionally a busy training period for CAFS, because organizations are spending down their budgets at the end of the fiscal year.

3.5.3 Performance Based Disbursement Indicators

M1. 10% of all Revenue Generated by CAFS' Training and TA

As of June 1997, 12% of all revenue was generated by CAFS' training and TA. By the end of the year, the projected portion of revenue from training and TA is almost 19 %.

M2. Donors/Contributors Increased by Two (from Four to Six)

CAFS has not increased their donor/contributors from four to six as recommended. There presently are only two donor/contributors. Core support is coming from USAID and IPPF.

However, CAFS is collaborating with UNFPA/CST on UNFPA's Gender, Population and Development component, and receiving funding from the European Union for its role in the South-South Initiative.

CAFS is also presently negotiating with the Swedish International Development Association (SISA) for a research project. This is in response to a recent proposal CAFS submitted to investigate the role of men in contraceptive use and fertility in Zambia, which would be conducted in collaboration with the University of Zambia.

The South-South Initiative is an excellent example of the direction CAFS is moving toward in establishing its role as a major player in the international health and population field, and creating opportunities for increased and expanded relationships with other organizations. As a result of this involvement, CAFS has entered into a cooperative agreement with BKKN (Indonesia) to develop a one-year project to promote exchange between Indonesia and the West African countries of Mali and Senegal.

CAFS is poised as never before to undertake a more active and aggressive approach to pursuing donor support. Prior to this time, CAFS would have been ill-advised to embark on a major fund raising effort, as it was steeped in personnel, financial, and organizational problems which demanded attention and corrective action. Getting CAFS' house in order has been the major order of the day.

M3. Level of Collaboration with USAID and CAs not Below 1993 Baseline

It is difficult to ascertain the 1993 baseline. CAFS has had or is presently involved in the following collaborations with USAID and CAs.

- USAID supported assessment of the Zimbabwe National Family Planning Council;
- REDSO/West supported assessment of capacity building needs of CAFS' Lome Office;
- Sub agreement with JHPIEGO to provide basic reproductive health training to students and service providers in selected West and Central African countries;
- Agreement with Pathfinder International to collaborate with their FOCUS project on adolescent reproductive health training;
- Agreement to provide technical expertise to INTRAH; and
- Agreement to provide services to the Agence de Cooperation Culturelle et Technique (ACCT) with funding through the International Development Research Council (IDRC)

The Lome office has taken the lead in identifying opportunities for collaboration with organizations, negotiating terms and conditions and finalizing agreements. The outlook for continued success is very positive as Lome staff become increasingly adept at marketing their services and negotiating collaborative relationships with CAs. The Nairobi staff appear ready to follow the excellent example provided by their colleagues in West Africa.

Lome staff could serve as sources of information and mentors to the Nairobi staff who are not as far along in their marketing efforts and expertise.

Section Four

CONCLUSIONS

4.1 General Assessment of Current Institutional Capacity

Using a specifically designed situation analysis tool (see Annex 4), an in depth review was carried out of the existing institutional capacity of CAFS as viewed by both technical and support staff at both the Nairobi and Lome offices. A total of 20 staff completed the survey with an equal number of technical and support staff providing their responses. The number of respondents from Lome was 6 as compared to 14 from Nairobi. The assessment entailed identification of ten key institutional factors with each respondent evaluating each factor on a scale from 0 to 10; 0 representing a lack that requires urgent improvement and 10 representing excellence which requires no improvement at this stage. In addition to this quantitative review, qualitative observations were undertaken as well as interviews of the respondents. The findings of the institutional assessment, made by staff, is as follows.

Key factor	Technical		Support		Overall		Average
	Lome - 2	Nairobi - 8	Lome - 4	Nairobi - 6	Tech - 10	Sup - 10	
Orientation Objective	6.25	7.81	7.5	6.67	7.5	7	7.25
Environment for Productivity	6.25	5.94	6.88	8	6	7.55	6.78
Development and Morale	7.5	5.94	7.38	3.75	6.25	5.2	5.73
Group Leadership and Team Work	7.5	6.56	6.88	6.5	6.75	6.65	6.7
Participation	10	7.81	7.5	5.42	8.25	6.25	7.25
Communication and Information Flow	10	6.25	7.5	3.75	7	5.25	6.13
Institutional Development	7.5	8.75	9.38	7.08	8.5	8	8.25
Motivation and Job Satisfaction	10	4.38	6.88	3.75	5.5	5	5.25
Transparency and Trust	8.75	6.56	6.88	5.42	7	6	6.5
Management and Performance Systems	6.25	5	7.5	5	5.25	6	5.63
TOTAL	80	65	74.3	55.3	68	62.9	65.5

Note: Technical staff are program officers whereas support staff include finance, administration, systems and secretarial members

The above table indicates that there is a general adequacy in relation to the above indicators at CAFS, with the Lome office evaluating the key factors determining the overall performance of the institution approximately 25% better (Lome 76.3 vs. 60.9 in Nairobi). The difference between the Lome and Nairobi office might be explained by the fact that the Lome office has adapted to the market orientation of CAFS at a much quicker pace. In addition, the smaller and more unified staff (in terms of meeting the objective of the local office) is generating a larger volume of business per staff member than Nairobi and has been rewarded accordingly through the PER review system.

During the course of this year, CAFS eliminated a number of benefits that had been improperly applied in the past and adopted a uniform and equitable package of reduced benefits with a larger base salary. Partly because of the adjustment in benefits and the imbalance between support and technical staff (too many support staff in relation to the number of technical staff), the areas that require more attention are in relation to development and morale and motivation and job satisfaction. Overall, Nairobi staff rate only two key factors higher than the staff at Lome; orientation objective and environment for productivity. Support staff also only rate two factors higher than technical staff; environment for productivity and management and performance systems. In general, the entire organization is heading in the right direction, but staff must continue to adapt and look ahead to the future.

As part of the review undertaken, staff were asked which event during 1997 indicated that CAFS members were fully adapting (or not adapting) to meeting the goal of self sufficiency. The responses detailed below, nicely complement the results of the institutional assessment by CAFS staff.

The factors that staff feel indicate that staff members are adapting to meeting the goal of self sufficiency are: increased demand for TA (particularly in Francophone Africa); regional training in IEC; enthusiasm to market CAFS and general staff motivation were mentioned by more than one staff member. Other positive factors were that activities at Lome generated revenue to cover more than 5 months of staff salaries, the appointment of country managers for marketing, country to country marketing, vigorous marketing of CAFS courses, increased market orientation, review of CAFS products, increased cost consciousness, monthly time sheets, performance appraisal and work objectives, the costing of utilization rates, the introduction of the budget holder concept, identification of the need to track costs (costs are now a major issue) and team work. What is interesting to note, is that staff expressed so many different views.

Staff mentioned the following points that indicate that there is still a distance to go before all CAFS staff are at the same minimal level of functioning towards reaching the challenge of self sufficiency. The allocation of costs is not fully understood, difficulty with time sheets, elimination of fringe benefits, marketing function not fully defined, haphazard marketing with no set strategy, lack of highly visible marketing activities with resultant increase in jobs (demand) for CAFS, time table of 1998 activities not yet prepared, technical staff have not fully adapted to being budget holders, problem of juggling TA with regional training and lack of follow-up. There were almost twice as many points listed in relation to CAFS fully adapting to the goal of self-sufficiency than not adapting.

Staff members believe that in 1997 CAFS made the greatest improvement in relation to communication, followed by technical assistance, then training, personnel management, financial management and finally, marketing which was the area where the least amount of improvement was made. According to CAFS staff, for 1998 the most improvement will be made in the area of technical assistance with the least improvement in communication. Given that communication was the area where most improvement was made in 1997, it is encouraging to note that communication is the area where the least improvement is expected in 1998 (this would indicate that communication is already adequately addressed)

Complementing the above are the results obtained when staff were requested to evaluate the current computerized management systems. Communications and training systems were at the top of the list (minimal improvement needed) with marketing at the bottom of the list. There was also a realization by half of the staff that the financial systems were currently being developed and the impact was not yet known.

CAFS, as an organization, has undergone major changes in the last 12 months. Even though the targets set have not all been achieved, measurable progress has been made. In the next year, all targets can be reached through individuals taking on greater responsibilities for their own destiny and by systematically addressing each issue when it arises. Given that the necessary skills exist within CAFS, more can be expected from each employee with less reliance on outside interventions. The following points under, summarize the findings and the main areas that should be addressed:

4.2 Summary of Institutional Findings

4.2.1 Internal Management Systems

- a. CAFS has not fulfilled 100% of the required internal management system target indicators nor 60% of the desired targets as of the date of this evaluation. CAFS is closer to meeting the desired internal management targets than the required targets.
- b. One of the performance based indicators (100% of training and TA assessed by client questionnaire) is fully addressed, one is almost fully met (50% of computerized databases set-up and operating) and one not addressed at all (10% of training and TA directly observed by CQI staff)
- c. Given the changes that CAFS has undergone in the last year, it is the firm belief of this evaluation team that all of the required internal control targets, except a documented CQI system in place, should be met by 31 March, 1998
- d. Evidence indicates that more than 60% of the desired target indicators will be met within the next six months

- e It is difficult to judge when CAFS' legal status will be changed to that of an autonomous NGO, since CAFS will be submitting their proposal to the Kenyan Government for consideration (N B CAFS' application will be submitted along with that of IPPF, since CAFS is currently under the IPPF Kenya host government agreement).
- f Whatever CQI system is adopted will need to be tested over time before a judgment can be made as to its impact
- g There is a need for all members of CAFS to better understand the underlying concepts of how an organization develops (relationship between mission, objectives, organization structure and position descriptions) and all internal management systems which should be continually evolving
- h. A comprehensive procurement system needs to be developed
- 1. During the last year, CAFS has demonstrated their ability to adapt to a changing environment as documented by the changes undertaken in improving internal management systems since the management audit of November 1996 was completed. All targets can be met within one year, by continued effort and internally adapting to new challenges.

4.2.2 Personnel Management System

- a. CAFS has not fulfilled 100% of the required personnel management system target indicators. CAFS has fulfilled 100% of the desired targets as at the date of this evaluation.
- b Whether or not all salaries and benefits are market oriented can only be determined after receiving the Price Waterhouse annual salary survey. It can safely be stated, that support staff salaries are high
- c There is an urgent need to reduce the ratio of support staff to technical staff or dramatically increase the productivity of technical staff members.
- d. It is too early to evaluate the impact of the PER system until staff changes are made as a result of its use. A good PER system will help to assure that each staff member achieves the basic requirements of his/her post
- e. The Personnel and Administrative Officer is finalizing position descriptions utilizing the concept of linking them to CAFS' mission, objectives and functions as a result of this evaluation. There is a demonstrated desire to improve the operation of the

organization To start this process there needs to be a clear underlying of the basic concepts

4.2.3 Financial Management System

- a. CAFS has not fulfilled 100% of the required financial management system target indicators, but approximately 60% of the desired targets have been met.
- b. CAFS is under serious financial pressure, because the expected IPPF support in 1995 and 1996 did not fully materialize In addition, CAFS had extraordinary expenses in 1996 associated with the releasing certain staff.
- c. An improved system for tracking both direct and indirect costs will be part of the new financial management system (Sun). The system will succeed, only if the necessary information is collected systematically through properly assigning responsibilities and correctly following written procedures according to the policies of the organization.
- d. Financial reports are well prepared and timely, but some of the systems generating the reports need to be established or modified.
- e. Improvement is needed for timely billing and collection, since a good tracking system is not in place. The tracking system needs to be established before a useful computerized report can be generated
- f. Problems, once identified, are not addressed as fast as they should be in a systematic and timely manner, even though there has been demonstrated improvement in this area.
- g. The financial system meets the basis requirements, but there is limited efficiency in tracking, since the written means and methods of tracking are yet to be developed.
- h. Staff from Finance and the Systems Administrator are currently developing a documented system for timely billing and the follow-up of debtors as a result of this evaluation.

4.2.4 Technology Transfer Systems

- a. CAFS should not close down because a number of individual technical team staff members are unable to cover the costs of their salaries and benefits (let alone make a profit for the institution) Rather, unproductive staff members will have to be eliminated All current staff should be given the same, fair chance to market and deliver CAFS services This will not be possible unless clear guidelines are established for charging time, incurring costs and earning income. Since this is a new behavior, it will be very difficult to get the logistics worked out the first month Since staff are required to earn income starting in January 1998, the systems for tracking, relating and

reporting staff time, incurred expenses and revenues will need to be practiced during the last months of 1997. During this period, timesheets could be turned in weekly to assure greater accuracy.

- b. CAFS appears to have some high quality, useful services. There are apparently enormous needs for CAFS services among service delivery organizations, both public and private sector, and including their traditional partners, the IPPF Family Planning Associations (FPAs).
- c. Unfortunately, funding for the training and technical assistance services which CAFS provides is not in the hands of the service delivery organizations. They are not independently able to access CAFS services. Even the FPAs in Sub-Saharan Africa, which have ongoing needs for training and technical assistance, will be unable to utilize CAFS services unless dedicated funding is provided by IPPF (or another source).
- d. The particular needs among service delivery organizations for reproductive health training and technical assistance are not static. Neither are the competencies available from CAFS. The mix of services which is most appropriate, or 'profitable,' for CAFS to offer will be determined by the relationship between the needs of service delivery organizations and the availability of funding to address those needs. The catalyzer will be effective CAFS marketing. Ultimately, the interaction of these forces will play a major role in defining what CAFS is.
- e. Previously, CAFS was not required to market its services, but is now poised to take advantage of a virtually untapped resource, its former participants. One team member was able to meet with several former participants in Lome, and they were quite enthusiastic. By not keeping closer contact with its former course participants, CAFS is missing a great opportunity to provide follow up and utilize natural marketing agents. In addition to identifying the current job functions (not just title) of the former course participants, the surveys could attempt to identify both the specific aspects of each training program that had a significant positive impact on job performance and the aspects that should be improved or eliminated. The survey could also request that former participants identify their own training needs. One key respondent interviewed by the evaluation team suggested that 2-3 day training programs could be specifically developed for former course participants. In the survey, participants could also be asked their perception of additional training needs among their colleagues that might be addressed by CAFS. Finally, the surveys could request that the former participants identify potential candidates among their colleagues whom CAFS could contact with information concerning CAFS services. A separate survey could be conducted for each course, or at least each content area.

- f. Unless CAFS provides quality services that have an appreciable impact on identified service delivery problem areas, no amount of marketing will succeed in assuring the survival of CAFS. On the other hand, a focus on offering consistently high quality products will attract clients, even if the cost is a bit high.
- g. Since assuring the quality of its services is the key to the long-term survival of CAFS, the anticipated CQI (Continuous Quality Improvement) systems should concentrate on establishing a set of inter-related mechanisms to improve products and their delivery. CAFS must be careful about increasing the number of its non-revenue producing staff, so it would make considerable sense for CAFS to use each of its trainers as a periodic evaluator of the other trainers, even if a less experienced trainer 'evaluates' the training of a more experienced colleague, the interaction will undoubtedly be useful and result in improvements in services. The 'evaluation' could be standardized and include a checklist; models are available. The results could be shared immediately with the colleague who is evaluated and involve a brief discussion. To assure openness in the evaluation, it may be preferable not to circulate the results, but both parties could complete and sign a form which simply acknowledges that a training session was evaluated (trainer, date, location, course, session objective(s).) The Team Leader can assure that the findings of these evaluations are periodically discussed during technical staff meetings and that appropriate, individual programs for staff development are continually updated. Of course, s/he will also undertake additional, formal evaluations of training sessions for each individual staff member. With all of the professional trainers at CAFS, they certainly should be able to develop any number of creative, inexpensive mechanisms to assure that quality remains the primary focus of CAFS efforts.
- h. The judicious use of technical assistance from outside training experts would be instrumental in assuring that CAFS staff members are providing quality services and continually upgrading their skills.
- i. To improve course quality and assure that standard products are developed, every course could be reviewed by the Team prior to being given and again following delivery, even if the review only lasts for 10 minutes. To assure efficient use of precious technical team time, the course coordinator could present problem areas, new participant needs or ideas for course improvement. Alternatively, a colleague could review the course curriculum and present it to the Team for recommendations. Periodic, technical meetings of the Technical Department could include the review of one course.
- j. The development of new courses requires a large commitment of trainer time. It is not clear that all CAFS staff members have the capacity to develop a course, and it would most likely not be possible to cover the costs of their time from course tuition.

Alternative funding may be available to cover the costs of development of new training programs

- k. Revision of existing courses should be an ongoing responsibility of each technical team member. Billable course preparation time should be standardized so there is no confusion. One program officer suggested that 4 to 6 hours of preparation time was necessary for every hour of course time. This is clearly too high, and not supportable in a cost-conscious environment. One hour for preparation and follow up for one hour of course time may be more appropriate for existing courses, but the rate needs to be determined in consultation with the technical staff. Whatever the rate, it should be determined quickly so staff members can appropriately budget their time. An allowance will also need to be made for officers holding the responsibility for coordinating a course. The Team will need to determine what is an acceptable level of support from other CAFS officers as resource people, during a week of training, since their support will now be charged to the course. Also, CAFS needs to fix the budget that is available to engage outside resource people for each week of training. Obviously, some flexibility needs to be involved, and adjustments made for the number of participants, but clearly these guidelines need to be in place well before January 1, 1998.
- l. The lack of clear guidelines and supervision of the use of outside resource people for CAFS training should raise some concern among any staff members who are interested in assuring high quality. Certainly the process should not be too rigid or cumbersome, but developing a written guideline to offer prospective guest trainers would not be very complicated and would probably be well received by the trainer.
- m. The reports of completed training courses are quite elaborate, but the uses of these reports need to be analyzed and the investment of time required to prepare them re-examined. A primary use will be to satisfy donor requirements, but additional uses may include evaluation by a supervisor and identification of areas in need of improvement. None of these uses require an elaborate report. Uses of the report, or excerpts from the report, for marketing purposes should be tested.
- n. Since very little research is being conducted, it provides CAFS with a perfect opportunity to identify the types of research it could undertake, if any, that would most advance its institutional mission. More than one individual has expressed the opinion that CAFS should concentrate on research related to training. The evaluation team agrees. In particular, funding could be sought to undertake research which examines the impact of training on job performance. One potential collaborator expressed interest in collaborating with CAFS to conduct research on the impact of training on client behavior and/or health status, rather than focusing simply on course participant (staff) behavior.

- o Some interest was expressed among CAFS staff in conducting operations research (OR), but the expertise is not very developed at CAFS. Therefore, it would be preferable to pursue the opportunity of collaborating with the Population Council by providing a series of training modules to the staff of institutions selected to implement PopCouncil OR projects, the evaluation team was informed that an average of 10 projects were initiated by the PopCouncil in each of the last five years and very often these staff would greatly benefit from training.
- p. Technical assistance is an area of service that requires reflection and sophisticated management at CAFS. The current practice of sending technical team staff members on TA assignments that actually cost CAFS money needs to be assessed. Initially, it will be better to earn some income to cover even a portion of staff salary and benefits rather than leaving all the staff's costs for CAFS to cover. However, the Director and technical staff need to determine under what circumstances it is deemed advantageous for CAFS to take a temporary loss of limited CAFS financial resources in order to invest in establishing longer term relationships that will ultimately be profitable. But clearly, it is unsustainable for CAFS to send its staff members on assignments that 'cost' CAFS money and do not result in subsequent compensating revenue.
- q. Among possible opportunities, one type of TA that would be interesting for CAFS to continue to explore is program evaluations. Since CAFS does not provide any direct reproductive health service delivery, and therefore does not allow its staff members to remain directly connected to the current needs of services, evaluations would offer staff the ability to be paid to examine real service delivery issues. In addition, collaboration on evaluations with outside consultants would enrich the experience of CAFS staff and provide CAFS with first-hand exposure to training and technical assistance needs identified in the evaluation process.
- r. Another technical assistance opportunity that might be worthwhile to CAFS would be contracts involving the development and field testing of new training modules. Even if the income from the contract does not cover all of CAFS' direct costs, the new training module could provide CAFS with income at a later point.
- s. The quantity of Cooperating Agencies which are interested in exploring a collaborative relationship with CAFS was by itself striking evidence that CAFS could continue to play a significant role in addressing reproductive health issues in Sub-Saharan Africa by offering training and technical assistance. The staff of the Lome office demonstrated an eagerness to respond to any possibilities for collaboration, and their recent accomplishments in negotiating formal, long-term arrangements with at least four agencies provided proof of their commitment. By comparison, at the Nairobi office, the evaluation team was struck more by the relative passivity of many technical staff members in regard to marketing; their acceptance of low levels of income,

unfortunately, provides strong, negative evidence. These collaborations will not develop on their own.

- t. Eventual financial independence will require that CAFS establish a certified indirect cost rate that is acceptable to funding and collaborating agencies. CAFS needs to successfully track direct and indirect costs during an entire fiscal year before it can consider establishing its indirect cost rate.
- u. The Lome office may manage its finances well at the present time, but it is unlikely that the more complex tasks of tracking direct and indirect costs, and attributing them to variable costs centers can be accomplished without greater accounting capabilities. In addition, managing a number of contracts from various funding sources may require greater accounting capabilities; this need could be addressed under the contracts themselves. The Lome office should also operate on a fixed permanent advance which is reconciled at the end of each month.

4.2.5 Marketing Systems

- a. There is a critical absence of supervision, direction, monitoring and coordination of the marketing roles and activities of the Technical Department staff, which has seriously hindered the progress of individual and collective marketing efforts. CAFS will be unable to achieve its organizational objective of market-orientation and therefore unable to survive if all of its marketing agents are not fully and actively engaged in marketing. This situation deserves urgent attention.
- b. The systematic and on-going collection, review and analysis of information about the marketplace does not occur at the individual or institutional level, which greatly inhibits CAFS' ability to conduct essential market analysis, develop informed marketing strategies and make decisions that are essential to its ability to compete successfully in the marketplace. While individual staff members possess valuable information, they store it in a variety of formats and share it in different ways by e-mail, verbally and in trip reports, which is not to be discouraged. However, for CAFS to maximize the benefit of its collective information resource and capitalize on its growing marketing network, a system must be in place that captures key information. It is also observed that there are no standardized reporting and tracking mechanisms, systems or procedures to facilitate the collection and utilization of the information that is such a critical ingredient to marketing success.
- c. The majority of organizations contacted during this evaluation expressed concern that in their perception CAFS did not yet have a clear identity and had not yet managed to find its market niche. The overall reputation and public image of CAFS in the past has been negative, because its leadership was not respected and the quality of its work was not up to standards. There is a sense now that CAFS is on the way up. These same

organizations also indicated - without exception - that they would want to explore opportunities to work collaboratively with CAFS provided the negative factors can be overcome. There is much good-will and hope expressed that CAFS will become a center of training excellence in Africa

- d. Technical assistance has been emphasized as an integral part of CAFS' service. However, at the present time, the cost of sending a staff person on a TA is often greater than the fee CAFS receives from the contracting organization.
- e. Technical staff have different levels of marketing abilities and experience. Individually and collectively, the staff of the Lome office have better developed marketing skills and acumen than their colleagues in the Nairobi office. Lome staff have demonstrated success in identifying opportunities and negotiating collaborative agreements with CAs in addition to conducting traditional regional training courses. Staff interviews have pinpointed a universal desire to develop/improve their marketing abilities. An exercise using "spin" (reference Futures Group collaboration) or a similar technique to develop interviewing skills could greatly benefit the staff and would be well received, particularly if the exercise simulated a marketing situation in which CAFS' staff would likely find themselves. Other suggestions such as how to initiate a new contact, how to conduct follow up activities in pursuit of a potential client; how to conduct negotiations; and how to develop a memorandum of understanding would assist staff to become better marketers.
- f. Marketing materials used by staff include the CAFS newsletter, CAFS brochure, course brochures, which are lists of course offerings, and to a lesser extent CAFS' *African Journal of Fertility Sexuality and Reproductive Health*. Additionally, CAFS will soon have its own Web Page where information about CAFS, its current course offerings and other information can be updated regularly.
- g. The library occupies a large physical space and is underutilized. The annual operating cost of the library including rent, personnel and subscription costs is over US\$56,000 (\$14,758 for rent, \$21,500 for personnel, and \$19,916 for subscription costs).

4.3 Evaluation Questions

1. Has CAFS achieved the target indicators?

No, but considerable progress has been made in the past year and all required indicators should be achieved/met during 1998

- 2 1 Is there a demonstrated institutional intention to change, that is, to make the transition to becoming self-reliant?

Yes, this is well understood by all staff and clearly demonstrated by the Lome office staff.

- 2 2 Is the vision for the institution clear and has it been clearly articulated throughout the organization?

CAFS' vision has been clearly articulated by management. This is a vision of an autonomous market oriented African-staffed and -based center of excellence serving sub-Saharan Africa in the area of reproductive health. Although the majority of CAFS staff share this vision and have demonstrated this through their performance, it is apparent that others do not entirely subscribe to the new orientation. Until all members of the staff have demonstrated full commitment to these principles through their daily actions (active participation in the new CAFS mission rather than simply treating CAFS as a place of employment) it will not have been sufficient to have a clearly articulated vision. This minority will have to get on board immediately, or find alternative opportunities, since CAFS no longer has the luxury of spending resources on personnel who do not have a deep and personal commitment to the organization.

- 3.1 Are there impediments to change?

The only impediment to change is the possible unwillingness of individual staff members to take on the challenges of each and every day and to do whatever they can to improve the organization and tackle each task with dispatch.

- 3.2 If so, are these impediments surmountable?

Yes, since the working environment at CAFS is very good. People have all the necessary skills and tools, it is a matter of putting them to good use, with proper supervision.

- 4.1 Has CAFS made sufficient progress in developing its institutional capacity to move to performance based funding?

No.

- 4 2 If not, which areas could be sufficiently strengthened such that CAFS could move to performance based funding? In what period of time could this be accomplished?

CAFS has the internal capacity to meet the CAFS III/Phase I targets by the end of 1998. At that time, arrangements can be made to initiate performance based funding. It will require all staff members to fully apply themselves to meeting the objectives. CAFS needs to systematically address each problem and to put in place the necessary systems that will give them the information required to make informed decisions. Individuals must meet their performance targets and the Director must remove non-

performing staff. The planned financial, personnel and other management systems must become operational to enable CAFS to accurately track and report on direct and indirect costs by cost center (activity) and by staff member. Systems to capture, track and report on market opportunities must be established and maintained. Efficient mechanisms must be devised and implemented to continuously improve the quality of CAFS products (training, TA and perhaps research). The Director, in consultation with the Board, must make strategic decisions concerning specific services CAFS wishes to offer, and in particular, the procedures that will be followed to accept 'opportunities' that actually cost CAFS money to undertake.

5. What are the organization's strongest and weakest services/products vis-a-vis a competitive reproductive health marketplace?

From the standpoint of income generation, training is CAF's strongest product, followed by technical assistance. Training is clearly CAFS' strong point, but its success rests primarily on the competencies of individual trainers. CAFS needs to focus attention more on developing sound products that respond to clearly identified market needs. The determination of which products are ultimately 'best' will depend on the following components: a quality product, successful marketing and available funding.

Technical assistance has strong potential as evidenced by a dramatic rise in its contribution to income generation over the past four months. At present, conducting technical assistance actually costs CAFS money; therefore, technical assistance opportunities need to be selected with discretion. To address this situation, CAFS could also examine its ability to market technical assistance with training in order to make it profitable.

Research services and products are weak in the Nairobi office and non-existent in the Lome office. If CAFS continues to offer research as one of their services, it should be focused on research related to training.

ANNEXES

Annex 1: Purpose of the Evaluation

The purpose of the CAFS III / Phase I evaluation is to determine whether CAFS has made an acceptable level of progress toward meeting the end of project objectives. If the Phase I objectives have been met, CAFS will receive funding to continue Phase II of the project. Subsequent funding will be disbursed based upon achievement of annual benchmark indicators. If Phase I objectives have not been met, a determination of whether to continue funding CAFS III will have to be made

As stated in the Cooperative Agreement, CAFS must meet 100% of the *required* target indicators and 60% of the *desired* target indicators in order to receive Phase II funding.

Certain constraints, such as the lack of a USAID project manager and a qualified CAFS director, delayed substantive activity until well into Phase I of the project. Thus, the original target indicators (as stated in the cooperative agreement) were slightly modified and agreed upon by USAID and CAFS.

Phase I Target Indicators

1. Internal Management System

Required:

- Autonomous board functioning
- Procedures developed to reconstitute the board
- Qualified Director in place
- Organogram in place with clear lines of authority
- System for approving implementation plans in place
- Credible and approved procurement system in place
- Documented CQI systems in place
- Weekly senior staff meetings

Desirable:

- Procedures developed to ratify the CAFS Constitution
- CAFS legal status changed to that of an autonomous NGO
- Qualified senior managers in place
- Continuous strategic planning
- All reporting timely and complete
- To the extent that CQI has been implemented, evidence of CQI impact on training and TA
- Computerized MIS in wide use

2. Personnel Management System

Required:

- Merit-based personnel system
- Market-oriented salaries and benefits
- Job descriptions for all positions
- Institutionalized supervision
- PER system in use

Desirable:

- Revised personnel handbook approved and used
- Individual professional development plans

3. Financial Management System

Required:

- System tracking both direct and indirect costs
- AID accountability standards met
- System computerized
- Budgets based upon guaranteed funds

Desirable:

- Systems for timely billing and collections in place
- Improved cash flow
- CAFS fully computerized

4. Technology Transfer System

Required:

- 75% of training /TA provided in-country by cost
- All training includes planned follow-up TA
- Training materials revised annually
- Training/TA capacities identified and incorporated in the marketing strategy.

Desirable:

- Modularization of courses

5. Marketing System

Required:

- CAFS marketing unit established and functioning
- Designated country marketing liaisons identified

- Marketing strategy revised annually and implemented
- All courses and TA "costed"
- Improved profit margins
- Staff "billable" rates established

Desirable:

- Steady increase in training and TA revenues

The CAFS III project is designed to develop CAFS' institutional capacity enabling it to become a stable, self-reliant and market-oriented family planning and reproductive health training and technical assistance organization. Thus, the selected indicators of project success describe systems and processes which are to be institutionalized at CAFS. In addition to these important qualitative achievement targets, a series of quantitative benchmark indicators have been identified to guide the decision regarding whether to proceed to Phase II of the project and subsequent performance based disbursements.

Indicators for performance based disbursement:

By the Phase I evaluation CAFS is to have achieved the following:

Internal Management

- IM1. 10% of training and TA directly observed by CQI staff
- IM2. 100% of training & TA assessed by client questionnaire
- IM3. 50% of computerized data-bases set-up and operating

Personnel Management

- PM1. 100% of job descriptions approved and on file
- PM2. 100% of new personnel vetted by committee and salary histories/credentials verified
- PM3. 75% of personnel appraisal forms submitted by deadline

Financial Management

- FM1. CAFS satisfies the recommendations of the previous year's audit
- FM2. 75% of invoicing completed within 60 days of expenses
- FM3. 80% of all expenses, in a random selection of receipts, tracked and appropriately assigned.
- FM4. Demonstrated follow-up of debtors who fail to pay within 60 days

Technology Transfer

- TT1. 10% of CAFS generated gross revenues are from TA delivery
- TT2. 50% of CAFS curricula reviewed for quality and revised as necessary
- TT3. 30% of CAFS training taking place in-country (measured by number of courses)

Marketing

- M1. 10% of all revenue generated by CAFS training/TA

M2. Donors/Contributors increased by 2 (from 4 to 6)

M3. Level of collaboration with USAID and CAs not below 1993 baseline

Article V: Evaluation Questions

- 1 Has CAFS achieved the target indicators?
- 2.1. Is there a demonstrated *institutional intention to change*, that is, to make the transition to becoming self-reliant?
- 2.2. Is the vision for the institution clear and has it been clearly articulated throughout the organization?
- 3 1 Are there impediments to change?
- 3 2 If so, are these impediments surmountable?
- 4.1 Has CAFS made sufficient progress in developing its institutional capacity to move to performance-based funding?
- 4.2 If not, which areas could be sufficiently strengthened such that CAFS could move to performance-based funding? In what period of time could this be accomplished?
5. What are the organization's strongest and weakest services/products vis a vis a competitive reproductive health marketplace?

Annex 2: Work Plan - CAFS Evaluation

Activity	Responsible Party	Target Date
Consultants depart from US	Evaluation Team	11 - 13 Oct 97
Consultants arrive in Kenya	Evaluation Team	14 Oct. 97
Orientation with USAID and CAFS	Evaluation Team	15 Oct. 97
Weekly meetings with USAID at CAFS	CAFS and Evaluation Team	Every Wednesday at 8:30
Key contact list prepared and appointments scheduled	Carol and Maggie	17 Oct. 97
Meeting CAFS staff	Evaluation Team	17 Oct 97
Document review	Evaluation Team	20 Oct. 97
Development of survey instruments and draft of report outline	Evaluation Team	20 Oct. 97
Compilation of previous key recommendations for the five operating systems and determination of status	Evaluation Team	26 Oct. 97
Interviews with key organizations, individuals and clients	Evaluation Team	31 Oct. 97
Field trip to Togo	Glen	24 - 29 Oct. 97
Discussions with Lome assessment team members	Evaluation Team	1 - 4 Nov 97
Review of target indicators section of the evaluation	Evaluation Team	1 Nov 97
Circulation of section on target indicator to CAFS and USAID	Evaluation Team	3 Nov. 97
Circulation of draft report to CAFS and USAID	Evaluation Team	5 Nov 97
Preliminary comments on draft report	CAFS and USAID	7 Nov 97
Debriefing of CAFS and USAID	Evaluation Team	7 Nov 97
Consultants depart for the US	Evaluation Team	8 Nov. 97

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Annex 4: ASSESSMENT OF CURRENT INSTITUTIONAL STATUS

KEY FACTORS		APPRAISAL				
		Excellent	Good	Adequate	Weak	Lacking
		No change needed at present	Minimal improvement needed	Some improvement needed	Considerable improvement needed	Urgent improvement needed
		Points	10	7 5	5 0	2 5
1	Orientation Objective Is there sufficient awareness regarding goals and objectives of the institution and how individual staff contribute to the achievement of those objectives?					
2	Environment for Productivity: Do current conditions and circumstances encourage employees to improve their productivity on their own volition?					
3	Development and Morale: Are the needs of every staff for self development recognized as they relate to the institution, and assignments, awards and opportunities planned accordingly?					
4	Group Leadership and Team Work Are leadership staff skilled in providing group leadership and fostering team work?					
5	Participation: Are staff encouraged to participate in the determination of objectives, functions and work organization that affect their regular activities?					
6	Communication and Information flow: Are there sound communication channels with information flowing smoothly between all levels of staff?					
7	Institutional Development: Is there sufficient recognition by all staff that survival of the institution is dependent on individuals working towards sustainability and that every activity performed has an associated cost related to potential benefit?					
8	Motivation and Job Satisfaction: Is there sufficient positive motivation on staff performance and productivity and remedial actions taken whenever required so that job satisfaction is maintained within a changing environment?					
9	Transparency and Trust: Are decisions taken in an open environment and sufficient information made available to create an environment of trust?	xxxxxxx	xxxxxxx	xxxxxxx	xxxxxxx	xxxxxxx
10	Management and Performance Systems: Are information systems fully developed so that informed decisions can be made to maximize the efficiency of the organization?					
Technical staff _____ Support staff _____		score				
Comments						

- 1 How would you evaluate the current computerized management systems

	Excellent	Good	Adequate	Weak	Lacking	Developing
	No change needed at present	Minimal improvement needed	Some improvement needed	Considerable improvement needed	Urgent improvement needed	Currently being designed, impact unknown
Financial						
Personnel						
Marketing						
Communication						
Training						
Technical Assistance						

- 2 In which areas has CAFS made the most improvement during 1997?
(Rank all areas that have changed positively and in order of importance, with 1 being the highest)

Financial management _____ Personnel Management _____ Marketing _____

Training _____ Technical Assistance _____ Communication _____

Other (specify and rank) _____

3. In which areas in order of most improvement do you envision that CAFS will make the greatest improvement in 1998? (Rank in order of importance, with 1 being the highest)

Financial management _____ Personnel Management _____ Marketing _____

Training _____ Technical Assistance _____ Communication _____

Other (specify and rank) _____

- 4 What percent of CAFS's budget should be internally generated, by financial years?

1997 _____ percent and 1998 _____ percent.

- 5 What are the most important events during 1997 that indicate that CAFS staff members are fully adapting to meeting the goal of self-sufficiency?

a. _____

b. _____

- 6 What are the most important events during 1997 that indicate that CAFS staff members have not fully adapted to meeting the goal of self-sufficiency?

a. _____

b. _____

7. In order to compete with an off-shore (non-African) competitor, how much less should CAFS charge for courses?

None _____ Less than 10% _____ 10 to 20% _____ 20 to 30 % _____

30 to 40% _____ 40 to 50% _____ Other (specify) _____

Marketing

8. Are you involved in marketing CAFS? Yes _____ No _____?
9. Do you follow an established protocol for identifying and marketing to potential customers? Yes _____ No _____
10. Please list the countries that you are responsible to market to and indicate the status of the country profiles and country action plans.

Country	Country Profile			Country Action Plan		
	not begun	in process	completed	not begun	in process	completed

11. How do you keep track of information about existing and potential customers? (Please check one or more)
 Index cards _____ Individual files _____ Computer program _____
 Country Marketing Action Plan _____ Business Tracking Summary Sheet _____ Other
 (Specify) _____
12. What marketing materials do you use to market to new customers? (Please list.) _____

13. What marketing materials do you use to market to old customers? (Please list) _____

- 14 What is the frequency of carrying out the following activities (Please check)

	Daily	3 Xs a week	weekly	bi-weekly	monthly
Reporting to your supervisor on the status of your marketing efforts					
Meeting with your colleagues to discuss marketing activities					
Marketing to existing clients					
Marketing to new clients					

- 15 How important is marketing to the future of CAFS?

Extremely _____ Very _____ Average _____ Minimal _____ None _____

16. For each of the periods indicated, please identify the courses in which you provided training.

Jul 1 - Dec. 31, 1996	Jan 1 - Jun 30, 1997	Jul 1 - Oct 31, 1997
1.	1	1.
2.	2	2.
3	3.	3.
4	4.	4
5.	5	5.
6.	6	6

17. For each course you helped to teach, please identify the following:

Course title	Location	No. of training hours	Type of course (Local or Regional)	No. of students	Dates	Funding source

18 For each of the periods indicated, please identify the technical assistance you provided

Jul 1 - Dec 31, 1996	Jan 1 - Jun 30, 1997	Jul 1 - Oct 31, 1997
1	1	1.
2.	2	2.
3	3.	3.
4	4	4
5.	5.	5
6	6	6

19 Please indicate any courses you have assisted CAFS to revise since July 1, 1996:

20 Were there any course materials that you revised or developed?

21. Please indicate any new courses you have assisted CAFS to develop since July 1, 1996:

22. Please list any additional courses (or components of courses) you could offer.

23 Overall, how would you rate the services of CAFS?

Service	Extremely good	Very good	Good	Not very good	Not good at all
Training					
Technical Assistance					
External Research					

24. How important to the survival of CAFS are the following programs?

Service	Extremely important	Very important	Somewhat important	Not very important	Not at all important
Training					
Technical Assistance					
External Research					

25 What training have you received since July 1, 1996 to improve your own work skills?

26 Is there anything else you have done since July 1, 1996 to improve the quality of the training or technical assistance that CAFS offers?

27. How involved have you been in the following technical activities at CAFS?

Service	Extremely involved	Very involved	Somewhat involved	Not very involved	Not at all involved
Planning					
Implementation					

28 How do you spend your workday?

Mostly working as a team	A good deal of team work	A mixture of team and individual work	A good deal of individual work	Mostly working as an individual

29. Compared to before July 1, 1996, how would you characterize the work at CAFS?

Much more team work	More team work	About the same team work	More individual work	Much more individual work

Annex 5: Key Respondents

Name	Position	Organization
CAFS Staff - Lome	Management, Technical and Support	CAFS
CAFS Staff - Nairobi	Management, Advisory, Technical and Support	CAFS
Mr A A Adejo	Program Officer (Communications)	Planned Parenthood Federation of Nigeria
Ms Gladys Annan	IEC Program Officer	Planned Parenthood Association of Ghana
Samson O. Ariaga	Finance and Administration Manager	Family Planning Association of Kenya
Dr Ian Askew	Director, African Operation Research and Technical Assistance Project	Population Council
Josheph Atiku	Executive Director	Family Planning Association of Uganda
Dr. Ayessou	Head, Family Health Division and Former CAFS Course Participant	Ministry of Health, Togo
Ms. Bedy Budory	Executive Director	Mauritius Family Planning Association
D H (Danny) Burgess	Director	Price Waterhouse Consultants, Ltd
Rudolph Chandler	NGO Marketing and Sustainability Advisor	Management Science for Health
Mr Jean-Paul Dahily	Responsible IEC/Mass Medias de l'AIBEF	Association Ivoirienne pour le Bien-Etre Familial, Cote d'Ivoire
Maggie Diebel	Regional Health and Population Advisor	USAID
Tom Donaldson	Managing Director	Deloitte and Touche
Joseph Dweyer	Senior Program Manager	AVSC International
Isaiah Adeleke Ebo	Representative for Togo	UNFPA
Mr Kodjo Adz�woda Efu	Regional Director	IPPFAR
Ms Aurelie Foadey	Former CAFS Course Participant	Hopital Secondaire de Be
Mr Avodagbe K Francis	Directeur	IPPF-Lome
Pape A Gaye	Director	Intrah

Debbie Gachui	Resident Advisor	Academy for Educational Development
Dr John Githari	Program Manager	AVSC International
Koffi A Sényénam Gbodossou	Responsable Administratif et Financier	Unite De Recherche Demographique
Dr Everold Hosein	CAFS Consultant	Burson-Marsteller
Ms Mary Kairu	Regional Deputy Director	IPPF, Nairobi
Ms Irene Kalipe	Former CAFS Course Participant	Clinique ATBEF
Dr Ray Kirkland	Director, Office of Population and Health	REDSO/ESA
Nyédzy A Koudaya	Directeur Exécutif	Association Togolaise Pour le Benetre Familial (ATBEF)
Mme. Kuegah Koffi		Association Togolaise pour le Bien-Etre Familial, Togo
Mr. Diallo A Lamarana	Directeur Executif p 1.	Association Guineenne pour le Bien-Etre Familial, Guinea-Conakry
Ms Kirk Lazell	Health/Population Officer	REDSO/WCA
Mrs Elizabeth Lule	Regional Director CAFS Board Member	Pathfinder International
Mary Beth Leonard	Premier Secrétaire et Consul	Ambassade des Etats-Unis d'Amerique
Dr. Baker N Maggwa	Associate, African Operation Research and Technical Assistance Project	Population Council
Mrs Angela M Makatleho	IEC Program	Lesotho Planned Parenthood Association
Dr Michel Jibidar Ayité	Chief Services SMI/PF(DSF)	B P. 13187 TEL·BUR 21 20 14
Mr Peter Mwarogo	Project Manager (Male)	Family Planning Association of Kenya
Rose Mutunga		Price Waterhouse
Godwin Mzenge	Executive Director	FPAK
Kalimi M Mworia	Associate Regional Director (Advocacy and Resource Mobilization)	International Planned Parenthood Federation Africa Regional Office

Dr Oclo	Former CAFS Course Participant	Clinique Tsevie
Beth Paige	Contracting Officer	REDSO/ESA
Eliot T Putnam, Jr	Independent Consultant	CAFS Lome Design Team, REDSO/WCA
Mr Aliou Radji	Former CAFS Course Participant	Ong Famme
Ms. Benedicta Sala	Former CAFS Course Participant	Centre Social de Kassablaca
Dr Harshad Sanghvi MD,	Medical Director	JHPIEGO
Dr Moustapha Sidatt	Representant	Organisation Mondiale de la Sante O M.S
Rosana Simwa	Ass. Program Officer-Clinical Services	FPAK
Tami Smith	Associate Director - East and South Africa	JHPIEGO
Dr. Richard Sturgis	Regional Policy Advisor	REDSO/PH
Mr Alfred F Yameogo		Association Burkinabe pour le Bien-Etre Familial, Burkina

Annex 6: ANGLOPHONE

The following training programs in English are available through CAFS.

Regional Training Courses

1. Management of community-based FP Programs (4 weeks)
2. Family planning research, monitoring and evaluation (4 weeks) *
3. Family health communication (4 weeks) *
4. Contraceptive technology and reproductive health update (4 weeks) *
5. Training of trainers in reproductive health (4 weeks) *
6. Empowerment, health management and leadership for reproductive health (4 weeks) *
7. Youth sexual and reproductive health Program management (4 weeks) *
8. IEC materials design and development (4 weeks) *
9. Sexual and reproductive health information resources management (4 weeks) NEW
10. Counselling in reproductive health Programs (4 weeks)

Additional Training Courses

1. Interpersonal communication and counselling (2 weeks)
2. Empowering communities participatory techniques for community-based Program development (2 weeks)
3. Clinical counseling in reproductive health (2 weeks) *

Available Modules: Developed from existing courses

1. Adolescent development, sexuality and counseling (2 weeks)
2. IUCD/IUD insertion/removal (2 weeks) *
3. Infection prevention in clinical family planning (1 week)
4. Norplant insertion/removal (1 week)
5. Minilaparotomy/vasectomy under local anaesthesia (1 week)
6. Manual vacuum aspiration (MVA) for management of incomplete/missed abortion (1 week)
7. Curriculum development in reproductive health
8. Advocacy for youth, sexual and reproductive health
9. Women and health program design and management
10. Leadership and empowerment strategies for women's sexual and reproductive health
11. Supervision of reproductive health CB Programs (3 weeks)
12. Training of trainers for youth reproductive health Programs (2 weeks) *

In addition, the following types of technical assistance are available.

Technical Assistance

1. Reproductive health program development and project design *
2. Evaluation of quality of care in clinical settings
3. Service statistics systems development
4. Information documentation management
5. Strategic planning *

- 6 Program management
- 7 Program situation analysis *
- 8 Rapid assessment
- 9 Operations research *
- 10 Clinical training
- 11 Assessment of training needs *
12. Proposal writing
13. Community diagnosis *
14. Secondary data analyses
- 15 Program evaluation *
16. Health needs assessment *
17. Curriculum development *

Other

1. Information management internship
2. Training video on supervision of CBD programs

* delivered since July 1, 1996 (N B. Some types of technical assistance were offered under a single contract.)

Annex 7: FRANCOPHONE

The following training programs in French are available through CAFS

Regional Training Courses

1. Family health communication (4 weeks) *
2. Management of community-based FP Programs (4 weeks)
N B. due to lack of demand, this course was not offered in 1997, but is being planned for 1998.
3. Contraceptive technology and reproductive health update (4 weeks) *
4. Family planning research, monitoring and evaluation (4 weeks)
5. Training of trainers in IEC (2 weeks) *
6. Advocacy and community mobilization (1 week) *
7. Training of trainers in clinical training skills and quality of care (2 weeks) *
8. IEC materials design and development (4 weeks) *
9. Population & development (2 weeks) *

Additional Training Courses

1. Training for FPA Executive Directors (2 weeks) *
2. Introduction to public relations and social marketing (1 week) *
3. How to work with the media (1 week) *
4. Training of trainers for youth reproductive health Programs (2 weeks) *
5. Youth reproductive health (2 weeks)
6. Inter-personal communication & counselling with maximizing access & quality (4 days) *
7. IEC consensus building workshop (4 days) *
8. C.O.P.E. (Client Oriented Provider Efficient) *

Available courses, but currently not offered due to lack of demand:

1. Training of trainers in clinical skills (4 weeks)
2. Management of MCH/FP Programs (4 weeks)

Technical Assistance

1. Strategic planning *
2. Reproductive health program development and project design *
3. Community diagnosis *
4. Program situation analysis *
5. Secondary data analyses
6. Rapid assessment
7. Operations research
8. Program evaluation *
9. IEC program evaluation *
10. Clinical training *
11. Curriculum development *
12. Evaluation of quality of care in clinical settings *
13. Assessment of training needs *
14. Facilitating study tours *

* delivered since July 1, 1996